

EQUAL EMPLOYMENT OPPORTUNITIES

IN

NEW ZEALAND ORGANISATIONS

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ABSTRACT

The aim of this study was to consider the concept of Equal Employment Opportunities (EEO) in New Zealand organisations. In particular this study focused on the progress of EEO in New Zealand public and private sector organisations with regard to women, specifically women in management.

Questionnaires were distributed to 62 senior women managers in Government departments and large private sector organisations with an EEO policy. The results highlighted the fact that discrimination is still occurring in some private sector organisations in New Zealand. Responses showed that although 'overt' discrimination no longer exists, it has been replaced by more subtle forms, such as in promotion, recruitment and performance evaluation.

Compared to private organisations a greater number of public organisations had a successful EEO policy and programmes. The most significant barrier in the private sector to furthering EEO initiatives was considered to be the negative attitudes towards EEO from some senior management in this sector. This was manifested in a lack of commitment and accountability for the implementation and success of EEO policies in this sector.

These results highlight the confused state of EEO within New Zealand. The growing gap in employment equity between these two sectors is an issue that

must be addressed, especially in light of increasing number of women entering the workforce at all levels.

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CHAPTER ONE

INTRODUCTION

Diversity is an inherent part of all populations. The diversity within populations is inevitably being reflected in the workforce, most significantly over the past twenty years. The changing structure of the workforce has lead unavoidably to questions of equality of opportunity for all individuals regardless of gender, ethnic origin or disability. It is vital that these changes are recognised and addressed by all organisations.

In light of these changes, this study will look at the relatively recent development of Equal Employment Opportunities (EEO), one of the attempts to address the changing demographics of the workplace in New Zealand. In particular this study will look at how EEO has affected women, one of the groups it is targeted toward. The specific focus will be on women in management. This is not to dismiss the importance of any of the other groups that EEO is targeted toward, such as, ethnic minorities or individuals with disabilities, but the time frame of this study only permits the comprehensive investigation of issues relating to one group. A report by the New Zealand Working Group (1988, p.1) defined EEO as:

“Systematic results oriented set of actions that are directed toward the identification and elimination of discriminatory barriers that cause or perpetuate inequality in the employment of any persons or group of persons; and are further directed to redress the effects of past discrimination on disadvantaged groups so as to bring those disadvantaged groups to the level of the advantaged”.

The following review of the literature is divided into three main areas. The first looks at the status of women in the workforce from a historical perspective. The second area considers the presence of gender discrimination within organisations and includes such issues as promotion, performance appraisals and recruitment within organisations. The last areas in this literature review focus on EEO by providing theoretical perspectives and then a legislative and organisational overview of EEO in New Zealand. In general then, this review defines EEO, documents the literature that exists in this area, and looks at the New Zealand situation.

CHAPTER TWO

LITERATURE REVIEW

BACKGROUND

Women number half of the world's population, yet in today's developing world women are still under represented in the major professions, in politics, in Government and at all senior levels in both public and private sector organisations. Further, women are more likely to have limited career paths with low incomes, and are often unable to fulfil their own individual career aspirations. Perhaps more importantly society misses out on their potential contribution as highly skilled and competent professionals (Barnes, 1991; McGregor, Thomson & Dewe, 1994).

Beiby & Baron (1986) have focused on segregation within organisations and noted that when males and females perform similar work roles, the jobs are typically done in distinct organisational settings, that is, females working with females and males working with males. It is often the case, when both sexes are employed performing identical tasks, males and females are usually assigned different job titles (Major, 1989; Marshall, 1984). A further problem, which has been identified is that the skills and positions rated most highly by women and men alike are consistently those that are traditionally performed or filled by men (Phillips & Taylor, 1986).

Segregation within the labour force is not something from which the New Zealand market is excluded. Recent research has shown that women in paid employment in New Zealand tend to be confined to six traditional groups; medical workers, teachers, typists, clerical workers, bookkeeper/cashiers and

shop assistants (Department of Statistics, 1993). The existence of gender segregation in the workforce has consistently been shown to have negative effects for women in terms of lower status, lower income and fewer management opportunities (McGregor, Thomson & Dewe, 1994).

WOMEN IN MANAGEMENT

Labour force projections worldwide up to the year 2031, indicate that women's participation will increase at a faster rate than men's. A recent review of trends affecting women in the workforce, the New Zealand Futures Trust found that the number of women in paid employment had risen from 26% in 1960 to 44% in March 1994. The most important prediction to come from this study was that by the year 2000 the proportion of women managers will equal that of men, each comprising about 10% of the workforce (The Press, September 1994).

Although originally it was proposed that sex differences in aspirations and qualifications were partially to blame for the under representation of women in professional and managerial positions, more recent findings have shown this belief to be outdated. In fact some of the latest research conducted in New Zealand found that many women managers have the same, if not higher, qualifications than their male counterparts (McGregor, Thomson & Dewe, 1994). This finding appears to disprove the belief that women will have more employment opportunities if they obtain higher levels of education.

Research carried out over the last decade has begun to illustrate that although more women have started to gain entry into management positions, they continue to experience more restricted career advancement prospects than their male counterparts (Dipboye, 1987). McGregor, Thomson & Dewe (1994)

clearly demonstrated in a study of the 'top' 663 organisations in New Zealand's compiled from Dun's Asia Pacific Key Business Enterprises, that women managers have less access to career progression, they earn less on average at each promotion level, their mentors are most likely to be men and they have fewer role models. Further, 14.3% of the men surveyed held management positions, in comparison with 5.2% of the women. It has been suggested that women encounter what has been termed "glass ceilings" in many organisations when trying to advance into top level management (Morrison, Whiter & Van Velsor, 1987; McGregor, Thomson & Dewe, 1994). This term refers to the invisible internal barriers that still appear to be preventing the advancement of some organisational members.

DISCRIMINATION

Although in most companies forms of what can be termed 'overt' discrimination appear to have disappeared, or at least lessened, they have in some cases been replaced by more subtle forms of discrimination (De George, 1992; Gerdes & Garber, 1983; Haralan & O'Farrell, 1982; Sinclair & Ewing, 1992). Sinclair & Ewing (1992) stated that as practices that explicitly discriminate against women have largely been dismantled, more intractable systemic and structural forms of discrimination are being used within some organisations. There is now a growing consensus among researchers that it is necessary to assess the kinds of changes that are occurring within organisations in order to understand the causes of the emergence of increasingly refined forms of institutional discrimination (Cassell, Director & Doctors, 1975; Fernandez, 1981; Kanter, 1977; McGregor, Thomson & Dewe, 1994; Rosenbaum, 1979).

Recently authors have begun to pinpoint numerous practices within organisations through which it appears subtle forms of discrimination are being exerted. Examples include the differential treatment of women and men in recruitment, screening, performance appraisal and hiring practices, which in turn influence initial job assignments, as well as promotion. Sinclair & Ewing (1992) proposed that some executives tend to rely on both generalisations and stereotypes to guide their decision making on how to recruit, reward and train women managers.

JOB EVALUATION

Job evaluation has become one of the major focuses for EEO practitioners because of the possibility that they have been disadvantaging women in particular. Job evaluation entails the estimation of the content of jobs, so that they can be rated or placed in rank order. It is this ordering that gives a hierarchy of the importance of jobs to an organisation. Jobs are evaluated as to their perceived worth and this forms the basis of setting appropriate compensation levels (Marshall, 1984).

Many researchers believe that due to that fact that job evaluations contain certain subjective judgements, this can lead to the emergence of bias in the job evaluation process (Burton, Hag & Thompson, 1987). Marshall (1984) stated that there is no such thing as an objective evaluation system, as the process relies on evaluators making judgements.

It has been proposed that any sex role preconceptions that an evaluator (male or female) may have can enter into their judgements. Furthermore, existing job descriptions, which are often used in carrying out evaluations, often themselves contain gender bias. Consistent with this Wernie (1989) proposed

that the way a set of factors is measured may be different for a 'male' and 'female' job. He stated that biases can also occur in the weighting of all the job factors to determine a total score. Northrup (1980) stated that because the job evaluation process is so subjective it should not be relied upon when comparing the worth of women's jobs to those of men.

PERFORMANCE APPRAISAL

It has been shown that the subjective nature of performance appraisal process often rely on the judgements of supervisors (Thurow, 1976). Goddard (1986) criticised the presence in many organisations of vague, ill defined, subjective performance criteria and rating scales that can lend themselves to all kinds of biased judgements.

Consistent with this, Human (1993) and Maphati (1989) have both proposed that an employee's relationship with their manager or supervisor can be affected by preconceived attitudes, or stereotypes that the manager/supervisor may have in regard to women employees and their abilities to perform certain tasks. It has been suggested that these preconceived notions are often reinforced when the employee may not perform to their best ability due to the negative influences of their manager or supervisor. Finally, Goddard (1986) concluded that poor appraisal practices can prevent consistent promotion of the most qualified people in an organisation.

RECRUITMENT

Traditional qualifications provide structural barriers to many women. Some organisations believe that the best managers are those with the most

traditional qualifications. Consistent with these expectations, some advertisements for management positions require that applicants have specific qualifications and some practical experience.

Human (1991) proposed that fairer selection could be achieved, at least partially, by encouraging applications by women who may have equivalent, although not the traditional, qualifications for a position. For example, an accounts clerk position might attract women who are responsible for domestic budgets. DeGeorge(1992) found that in some organisations company policy requires that jobs should be advertised publicly and not simply by word of mouth to colleagues and friends. In addition, the openings must also be listed in special publications that are more likely to be read by women. Many public sector organisations now include a section 'Non Paid Work Experience' in application forms, to obtain information about skills an individual may have developed outside of paid employment.

Sinclair & Ewing (1992) concluded that practices like performance appraisal, job evaluation and recruitment are sometimes not based on neutral assessments but rest on a set of gender based assumptions about what managerial competence looks like and how it should be rewarded. Consistent with this a recent study conducted in New Zealand by McGregor, Thomson & Dewe (1994) found that a high number of organisations clearly did not have a policy of identification of women members who showed potential for promotion.

EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

DEFINING EEO

Equal Employment Opportunities (EEO) can be defined as a set of values, beliefs or principles. It can be a policy or a programme aimed at ensuring that no one group is discriminated against, so that all its members have an equal opportunity to contribute within an organisation.

Ellis (1990) stated that the objective of EEO is to offer programmes to members of the disadvantaged groups, such as women, ethnic minorities and individuals with disabilities, to ensure that all individuals have an equal standing within an organisation. In the face of persistent discrimination, Equal Employment Opportunities and Affirmative Action (AA) policies were introduced in many developed countries as a means to help dispel prejudice in the workforce not only against women, but also other ethnic minority groups and disabled persons (Clayton, 1992). EEO and AA are two different terms. AA has been defined by the Department of Labour (1991, Appendix 6 p.1) as:

“A systematic approach to overcoming not only existing discrimination, but the effects of past discrimination, in order to achieve equality of opportunity”.

Before attempting to discuss any of the literature written on EEO or AA it is important to note that although discrimination based on gender exist in some organisations universally, countries have taken different approaches in attempts to tackle this problem (Tougas & Beaton, 1993). These differences appear to be reflected in the literature on this topic, in which definitions

appear to vary markedly in regard to the purpose and aims of the EEO/AA policies and programmes.

Affirmative Action is concerned primarily with setting up programmes that address the inequalities that exist within some organisations and, broadly defined, refers to any proactive attempt to enhance the employment status of certain target groups. For example, organisations may target recruitment efforts at females, develop special selection procedures, as well as set goals and time tables to increase the participation of women in their organisation (Summers, 1991). In contrast, EEO is seen as a "passive" approach. Clayton & Crosby (1992) suggested that EEO is a policy that requires employers and institutions not to discriminate on the basis of group membership, and in fact encourages them to ignore characteristics of group membership.

Thus there appear to be two broad categories by which both EEO and AA can be defined and distinguished from one another:

- 1) Elimination of Systematic Barriers, which is aimed at detecting and removing any present barriers encountered by minority groups, women or people with disabilities.
- 2) Preferential Treatment/Positive Discrimination, which involves numerical objectives (eg. quotas and targets) and measures such as giving women candidate's preference over male candidates when applying for a job or for a promotion, when they have equivalent qualifications (Tougas & Beaton, 1993).

It is with the second category of Preferential Treatment that the EEO policies and programmes in place in New Zealand appear to differ from those AA policies in place in some overseas countries such as the United States. It is also noteworthy that it is this part of AA policies that appear to have

triggered many of the negative attitudes of people toward EEO and AA (Tougas & Veilleux, 1989; Veilleux & Tougas, 1989). This is due to the fact that some people believe that a policy of Preferential Treatment/Positive Discrimination violates what has been termed the 'merit' principle. That is, it could widen rather than narrow the 'inequality gap' and may lead to tokenism. Further, putting women into positions in which they are not developed or supported, only reinforces earlier discriminatory notions of incompetence and negative expectations (Maphai, 1989).

THE 'MERIT' PRINCIPLE

'Merit' is the term used to describe the process by which people are selected or promoted within organisations (Sayers, 1992). The 'merit' principle assumes that free competition between individuals will ensure that the most able and deserving will move into the top senior positions, irrespective of such factors as gender, ethnicity or being able-bodied. The merit principle is firmly based upon the assumption of equality of opportunity to compete (Briar, 1994). Burton (1991, p.24) refers to this principle as

"a relationship between a person's qualifications and those required for performance in particular positions".

'Merit' has been the selection criterion for positions in the public sector in New Zealand since the introduction of the Public Service Act in 1912. However, it was not until the 1980's that there was recognition of the need to redefine the term 'merit' within the context of EEO. Burton (1991, p.24) stated that

"such factors as willingness to relocate and other business related requirements can be and are used as indicators of merit".

If this is the case, the women who are unable to relocate due to domestic reasons would be considered unsuitable for the job. The employer, however, perceives the decision to have been based on merit, if relocation is part of the merit criterion (Scowcroft, 1993). However, exactly what constitutes merit is very difficult to decipher. The current definition is so broad that it allows many criteria to be justifiably included, criteria that may be used to disadvantage groups such as women. Equally, it can be used to advantage women and has been in the public service where legislation ensures that the merit principle is applied in a fair and correct manner.

THEORIES

SOCIAL IDENTITY THEORY

Historically organisations have been built around the “values and experiences of Western European, white men” (Loden & Rosener, 1991, p. 28). Tajfel (1978, 1981) proposed the Social Identity Theory in an attempt to explain the phenomenon of what has been termed homogenous clustering, where one is surrounded by others with similar beliefs and values.

According to Social Identity theory, people tend to divide up their world into groups of which they are members (ingroups), and groups of which they are not members (outgroups). Elmes (1992) stated that an individual's self-concept derives from the social groups to which that individual belongs. Such memberships have an emotional significance in that individuals desire a positive social identity that they attempt to gain through their group memberships. In this respect individuals make comparisons between their own group and other groups (Taylor & Moghaddam, 1987).

Social Identity Theory proposes that due to the hierarchical nature of most organisations, individuals in positions of power are able to use their influence to promote the interest of their 'ingroups' at the expense of their 'outgroups'. These types of structural barriers have also been identified and labelled by Kanter (1977) as "homosocial reproduction", or the "old boy" network, where males in top positions make recruitment and selection decisions based on one's own image, with whom one shares values and feels comfortable, that is, what is judged to be part of their 'ingroup' (Agocs, 1986; Strachen, 1987).

It is therefore hardly surprising, according to Slack (1987), that the greatest levels of opposition towards EEO are expressed by these older, middle-class, white males. Since men hold the majority of positions of power, their processes of exclusion through social identity mechanisms, have the effect of limiting the effectiveness of EEO. Further support for the existence of these types of mechanisms comes from studies such as those done by Cockburn (1985); Game & Pringle (1984) & Salaman (1986).

FEMINIST THEORIES

The women's movement has been a strong force in promoting the introduction of EEO. Feminist theory provides some important insights into organisational theory, gender relationships in the workplace and also the presence and shape of inequality (Sayers & Tremaine, 1994).

LIBERAL FEMINIST

Liberal feminist perspectives mainly focus on issues associated with the individual, rather than looking at structural reasons for equality. According to Jewson & Mason (1986, p. 313) the Liberal perspective pertains to the view

that “equality of opportunity exists when all individuals are enabled freely and equally to compete for social rewards”.

As political practice, Liberal feminism seeks equality through the implementation of policies to counteract potential discriminatory procedures, ensuring that the best individual is chosen regardless of ethnicity, gender, or membership in any other category. In effect, this suggests that State intervention is necessary because the natural workings of the labour market are distorted. This, according to the Liberal perspective, will ensure fairness to all.

Under a Liberal approach, the role of EEO is seen as fundamental for two main reasons. Firstly, as Liberal Feminists believe that the State is not neutral, State intervention in the form of EEO is needed to increase the numbers of women in positions of power. From this, it is proposed that this increase in numbers will remedy the disproportionate number of predominantly white, middle class men in decision making positions, with regard to the future of the country economically and politically. Secondly, EEO is regarded as central to the pursuit of equality and fair competition in a society based on merit.

Thus Liberal Feminists see EEO as a means to the removal of impediments to the operation of free and equal competition. Rules and regulations will be implemented primarily to ensure that the system is fair. This assumes that by enforcing certain rules, a just system can be obtained (Scowcroft, 1993).

RADICAL FEMINIST

In sharp contrast to the Liberal perspective, the radical perspective is collective rather than individualist in orientation. This approach “seeks to intervene directly in workplace practises in order to achieve fair distribution of rewards among employees” (Jewson & Mason, 1986, p. 315). The focus is on benefiting women collectively rather than individually, through the overthrow of existing political, economic and cultural systems. Unlike the Liberal perspective, Radical Feminists see males an enemy. That is, they see women as an oppressed class and men as the oppressors (Firestone, 1971).

A common view is that existing social and organisational structures are patriarchal and capitalist and by their nature incompatible with the notion of equity and social justice. Thus the existing organisational and social structures are perceived to serve the interest of men. In line with this belief, most Radical Feminists proposed that achieving equity would only be possible when existing structures are broken down and power is redistributed among all the groups (Weineke, 1991). The Radical perspective on EEO emphasises the importance of differences such as gender as a basis for special treatment. This is directly opposed to the Liberal Feminists argument for equal treatment.

It is this more radical view that proposes that there is no hope of restructuring existing organisations, due to their inherently patriarchal nature, and argues for a ‘harder’ version of the EEO we see in place in New Zealand organisations. This type of argument pushes for the mandatory introduction of quota systems and numerical goals (eg. targets) embedded in EEO policies and programmes. In line with this, Lewis(1991) stated that the lack of real movement in gender equality in New Zealand means more structural

strategies and purposeful intervention such as those used in AA programs overseas are required here also, to ensure EEO target groups become fairly distributed across organisational hierarchies.

CRITIQUING EEO

Armstrong (1994) proposed that these two bipolar Liberal and Radical theories seem unable to clearly explain the role of EEO in the workplace. Sayers (1994) stated that conceptualising EEO as either a 'liberal' or a 'radical' strategy is problematic due to the fact that they are seen as mutually exclusive.

"For example, an EEO strategy such as providing scholarships for Maori can be categorised as 'radical' because it is 'interventionist'. However, such a policy is mainly used within a broad 'liberal' human resource strategy".

Equal Employment opportunities have evoked criticism from a practical and theoretical standpoint and implementations of both the liberal and radical perspectives have been questioned (Cockburn, 1989; Webb & Liff, 1988).

Cockburn (1989) referred to the liberal perspective as the short agenda and to the radical perspective as the long agenda.

"At its shortest it involves new measures to minimise bias in procedures such as recruitment and promotion...At its longest, its most ambitious and most progressive it has to be recognised as being part of a project of transformation for organisations" (Cockburn, 1989, p. 218).

Cockburn (1989) suggests that it is questionable whether providing management programs specifically for women actually changes the organisational culture, or power relations within the organisation. That is, a select few may be rewarded with promotion, but nothing is done to help the overall standing of women within organisations. Consistent with this, Davies (1989) stated that EEO was merely a "procedural clean-up operation", that does little to alter the existing power hierarchies within an organisation (Scowcroft, 1993).

The Radical perspective has also encountered criticism. Many studies have demonstrated that positive discrimination is abhorred, not only by the dominant group, but also by those who would benefit from it. There appear to be two main reasons for this. Firstly, the minority groups are aware of the negative repercussions that could eventuate from what could be interpreted as 'favouritism'. Secondly, positive discrimination would only change the position of a few individuals rather than change the organisation as a whole (Cockburn, 1989).

THE NEW ZEALAND SITUATION

In terms of legislative history EEO is relatively recent. In 1972 the Equal Pay Act was introduced which covered both private and public sector organisations. The Act was designed to address the inequality between women's and men's pay rates. Although the Act did address the issue of equal pay for equal work, it did not address the issue of equal pay for work of equal value (Scowcroft, 1993).

The Equal Pay Act was followed by the Human Rights Commission Act 1977 which was aimed at targeting specific individual discrimination, for example,

outlawing discrimination on the basis of gender (Department of Labour, 1991). However, Wilson (1992) stated that it “was never intended to provide a comprehensive remedy for women”.

In the years that followed there were numerous attempts made to introduce legislation solely aimed at implementing EEO. The next piece of legislation to be introduced was the State Owned Enterprise Act 1986. This required State Owned Enterprises to have an EEO programme; no definition or outline of such a programme was provided, nor were there any provisions in terms of monitoring or progress reports.

The State Sector Act 1988 was more comprehensive and required:

“All state sector employers are to have an EEO programme, designed to eliminate barriers to the advancement in the employment of women, Maori, minority ethnic groups and people with disabilities. The Act also outlined annual reporting requirements, with provision for regular monitoring of results.”
(Department of Labour, 1991, p. 2)

In March 1988, the Working Groups on Equal Employment Opportunities and Equal Pay, presented a report entitled “Toward Employment Equity” that was presented to the Cabinet Social Equity Committee. This report reviewed the extent to which discrimination existed in the workplace, and went on to suggest the structure and content necessary in an Act aimed at targeting employment equity. The results of this study were used in the development of the Employment Equity Act that was passed by the then Labour Government in October 1990 (Scowcroft, 1993).

The Employment Equity Act applied to both the public and private sectors and covered three main areas. The first was that of pay equity, in which procedures were established to ensure that within all organisations there must be equal pay for work of equal value. The second area covered Equal Employment Opportunities whereby all employers were required to develop and implement an EEO programme. The last area concerned the establishment of a national employment equity office responsible for carrying out the requirements of the Act. (National Advisory Council on the Employment of Women, 1990).

In December 1990, the then incoming National Government repealed the Employment Equity Act after only three months, due to their policy of minimal state intervention into the labour market. Since then, no new legislation specifically pertaining to equal employment opportunities has been re-introduced, although the State Sector Act 1988 still stands within the public sector.

The introduction of EEO in New Zealand as it is seen today took place in a climate of great economic and political upheaval. Since 1987, the New Zealand Government has implemented economic policies that have seen the de-regulation of the labour market, changes in tax policy and a fundamental shift from public ownership to either private ownership or corporatisation. A central feature of these economic policies is the disunion of EEO policies and programmes between public and private sector organisations (McGregor, Thomson & Dewe, 1994).

PUBLIC SECTOR ORGANISATIONS

At present, the State Sector Act 1988, Section 56, requires that all chief executives of Government departments develop and publish an annual EEO programme for staff that is:

“aimed at the identification and elimination of policies, procedures and other institutional barriers that tend to cause or perpetuate inequality in respect of the employment of any persons or group of persons”.

The State Services Commission is obliged to promote, develop and monitor EEO policies and programmes in all departments. The Act does not mention any form of positive discrimination and maintained under section 60, was the ‘merit’ principle (McGregor, Thomson & Dewe, 1994)

PRIVATE SECTOR ORGANISATIONS

Although public sector employees now have EEO coverage under law, in the private sector there remains no legislation requiring the development and implementation of EEO policies and programmes. The continued voluntary nature of EEO in the private sector is based largely on the present Government’s economic policy of minimal state intervention in the labour market.

Since the repeal of the short-lived Employment Equity Act (1990), which was designed to extend the benefits of EEO legislation covering the public sector to private employment, the Government instead established the EEO Trust (1991). The Trust was established in a joint venture with the Government and the New Zealand Employers Federation and is a membership based

organisation. Its aim is to promote to New Zealand employers the implementation of EEO principles and EEO best practice in the workplace, as a means of improving an organisations effectiveness and efficiency.

A recent study by McGregor, Thomson & Dewe (1994) quite clearly demonstrated that despite the apparently progressive EEO initiatives in the public sector, slow progress appears to have been made by women in managements in both the public and private sectors. This seems to be consistent with overseas studies. Marshall (1984) proposed that legislation and official EEO policies have achieved surface impacts, but much discrimination has merely gone underground.

CONCLUSION

The discrimination of women in the workforce has only relatively recently begun to receive the attention it deserves. Studies conducted worldwide and, more significantly for this study, in New Zealand have shown that discrimination is still occurring on an unacceptable scale in some organisations in the developed world (Harlan & O'Farrell, 1982; Gerdes & Garber, 1983; Sinclair & Ewing, 1992; McGregor, Thomson & Dewe, 1994).

As EEO and AA activities from the 1970's have eroded some of the blatant discriminatory practises which kept women out of non traditional jobs, researchers have found that discrimination is slowly taking different forms, such as in recruitment, performance appraisal and promotion. Therefore although what has been termed 'overt' discrimination has largely disappeared, it has merely gone underground in some organisations and is continuing in other less obvious forms. It is however important to note that

bias and discrimination is not a universal phenomenon among organisations or among all males.

Equal Employment Opportunities and Affirmative Action are two different policies that have emerged in developed countries with the same aim, that is, to break down the discriminatory barriers that exist in some organisations. Affirmative Action does this by the mandatory introduction of quota and target programs to boost the number of women in organisations at every level. New Zealand has adopted the more 'passive' Equal Employment Opportunities policy, central to which is the concept of merit and rather than introducing quotas or targets is aimed at ensuring the best possible person available gets the job or promotion, regardless of gender.

New Zealand currently has no legislation that requires private organisations to implement an EEO policy. Public sector organisations are required to have a policy under the State Sector Act 1988. This leads to questions of how well each sector is responding to EEO under these vastly different conditions.

Numerous theories have been proposed, most prominently Feminist theories, in an attempt to explain why discrimination continues to exist in organisations and how EEO and/or AA policies will help by breaking down this discrimination.

CHAPTER THREE

METHODOLOGY

RATIONALE

The present study is aimed at assessing the success and efficacy of EEO policies and programmes in New Zealand public sector organisations and those private sector organisations with EEO policies and programmes. For the purpose of this study the focus will be on only one of the particular groups EEO aims at ending discrimination toward, women, more specifically women in management. It is hoped that this study will reveal whether there is equality in the progress and success of EEO policies and programmes, between public and private sector organisations

This study was designed to compare public and private sector organisations in three main areas:

- Demographics and Job Characteristics
 - such as employee age, marital status, income and leave provisions
- Discrimination
 - discrimination, this includes personal experiences as well as hearsay episodes of discriminatory behaviour
 - levels of discrimination in various forms such as in recruitment, promotion and performance appraisal
- Equal Employment Opportunities
 - the state of Equal Employment Opportunities in each organisation
 - training and courses on Equal Employment Opportunities
 - level of monitoring and commitment of management to their Equal Employment Opportunities policy and programmes
 - employees own opinions and attitudes towards Equal Employment Opportunities

SAMPLE

The sample consisted of 46 women in management positions employed by Government Departments and 60 women in management positions in private sector organisations that have an EEO policy.

RESEARCH PROCEDURE

Approval for this study was gained from the University of Canterbury Human Subjects Ethics Committee, during their May meeting. A pilot study was conducted through a small number of local women in management positions in Christchurch. The three women used in the pilot study were given the questionnaire and asked to complete it, after which they were asked to record how long it took to complete, report any questions that they found difficult to understand and any other general comments about the questionnaire and its contents. The Pilot Study was useful in that it highlighted potential problems areas in the questionnaire and acted as a useful tool in testing the comprehension and suitability of questions. Questions 3, 10a and 13 were problem questions (due to the confusing nature of the wording) and were altered accordingly.

The data were collected using a postal survey. Forty-six surveys were distributed to randomly selected women in management positions, employed by Government Departments as listed in the Government Services Directory, April 1994. A further sixty surveys were sent to all of the large private sector organisations listed as members of the EEO Trust, as of February 1994. It was hoped that by selecting all of the larger companies, the likelihood that the organisation had women managers would be greater than in small companies.

However, due to the existence of the Privacy Act (1993), the names of women in management positions in these organisations ~~is~~^{is} not readily accessible information. Thus in order to avoid any problems the Human Resources Manager of each of these organisations was sent three copies of the questionnaire with a separate covering letter explaining the nature of the research and requesting their assistance by internally distributing the questionnaire to women within their organisation in management positions.

The questionnaire was sent out with a covering letter outlining the reason why the research was considered necessary, the purpose of the study, as well as providing a contact phone number should they require further information (see Appendix A). The individual questionnaires were placed in envelopes and contained a return addressed envelope.

Individually labelled computer stickers were attached to both the subjects' envelope and the return envelope. The questionnaires were distributed on the 9th June. From reading and experience, it was thought a time allocation of 3 weeks should be used to prevent the problem of prospective respondents filing the questionnaire away. It was decided that no follow up reminder would be sent to subjects primarily because of the costs involved in carrying this out.

It should be noted that the number of questionnaires sent out was relatively small. This was unavoidable and due directly to the fact that there are only a relatively small number of private sector organisations with a current EEO policy. Furthermore, the recent Privacy Act (1993) provided additional problems in that it was difficult to gain access to information from both public and private sector organisations as to whether or not they currently employed any women at management level, let alone the names and positions of these individuals.

As specified earlier the Government Services Directory was used to obtain the names and positions of women in management in the public sector, however, the information provided in this directory was limited. More questionnaires were sent to private sector organisations as it was thought that a greater number of questionnaires would fail to reach their intended respondents due to the fact that questionnaires were not sent directly to individuals.

RESEARCH INSTRUMENTS

THE POSTAL QUESTIONNAIRE

The final questionnaire was a 17 page document with the cover entitled EQUAL EMPLOYMENT OPPORTUNITIES SURVEY. This questionnaire differed from the questionnaire used in the pilot study as questions 3, 10a and 13 had been altered. The questionnaire was divided into three main sections. The first section comprised demographic information and included questions relating to the individual's age, status, income, leave provisions and whether they were employed by the public or private sector (see Appendix A, questions 1-9). The questionnaire items were devised by the researcher and the format of the questionnaire was adapted from that used by Draper (1989).

The second section covered the following areas:

Discrimination

Data was gathered about subjects' experiences of discrimination on various levels. Firstly subjects were asked to report any instances of discrimination that they had personally encountered and what form of discrimination this was. Individuals were also asked to indicate if they had heard about, or seen, other members of their organisation experiencing any form of discrimination. Finally subjects were asked whether they felt uncomfortable, or felt their

work was negatively affected when working with certain associates/supervisors (see Appendix A, questions 10a-10j). Closed questions were used followed by spaces where comments could be made.

The third section, which formed a large part of the questionnaire was divided into two parts:

Equal Employment Opportunities (EEO)

The aim of this section was to consider the organisations' EEO policy and subsequent programmes. This section was divided into two parts, with the first part asking subjects to answer direct closed ended questions. This included areas such as EEO Co-ordinators, EEO training and related courses and mentors (see Appendix A, questions 11-18). The second part of this section consisted of questions solely aimed at assessing individuals' attitudes and opinions toward EEO and the EEO policies and programmes of their Organisations. A five point scale was used and again spaces were provided for comments (see Appendix A, questions 19-29).

Demographic information was gathered in the first section of the questionnaire (questions 1-10), using close-ended questions. The second part of the questionnaire consisted largely of two parts using close-ended questions followed by spaces where comments could be made. In the first section (questions 10a-k) data was gathered about subjects' experiences of discrimination on various levels, and the second part (questions 11-19) involved questions about their organisations' EEO policies and programmes. The final section of the questionnaire using a five point scale as well as spaces for comments. Subjects were asked to express their own attitudes toward EEO as well as their attitudes toward their organisations' EEO policies and programmes (see Appendix A).

RESPONSE RATES

The response rate was 68% with 72 questionnaires being received out of a total of 106 which were sent. This response rate was good considering that the response rate from postal surveys is often below this level. However, 10 surveys could not be used due to the fact that subjects stated their organisations did not have an EEO policy or programmes, this left 62 useable questionnaires.

DATA ANALYSIS

Data obtained from the questionnaire was analysed using a General Premier Series Personal Computer. SPSS, Statistical Package for the Social Sciences was used on the prime computer system. Initially subprogram FREQUENCIES was employed to generate tabular reports of simple frequency distributions for use with variables that assume only a limited number of values. Subprogram CROSSTABS was used to produce a sequence of tables displaying the joint frequency of the two variables. Crosstabs was employed to investigate employment sector (public and private sector organisations) in relation to all other variables (see Appendix C). Non-parametric tests were carried out on the data collected since the level of measurement of all variables used in this study could only be considered to be at the nominal, or at best, ordinal level.

NOMINAL DATA ANALYSIS

Crosstabulation and the Chi-Square Test of Independence were used for samples of nominal data. The Maximum Likelihood Ratio was used as the test statistic to be referenced against the Chi-squared distribution. This was due to two reasons. Firstly, it has been proposed that the Likelihood Test is less affected by small sample sizes, and secondly is best employed for

analyzing multidimensional contingency tables (Howell, 1992). Both of these conditions were met by the data in the present study.

However, certain conditions must be satisfied for the Chi-squared distribution to be a good approximation of the data. The data must be random samples from an underlying multinomial distribution and the expected values must not be too small. When expected frequencies in any of the cells of a 2 x 2 Contingency table are less than 5, the sampling distribution of Chi-square for 1 degree of freedom may poorly fit the data (Everitt, 1977). For this situation the Fisher Exact Test is employed as an alternative to the Chi-squared to improve the approximation of a 2 x 2 table. It calculates the exact probabilities of obtaining the observed result if the two variables are independent and the marginal totals are fixed. It is most useful when the total sample size and the expected values are small as was the case in the present study (Norusis, 1993).

It should be noted that the Fisher Exact Test has been used in this study when the Yates correction for continuity would normally have been employed in this situation. The reasoning behind this comes from a study by Camilli & Hopkins (1978) who recommended that the Yates Correction for Continuity is not used for the Chi-squared test of a 2 x 2 contingency table “since it would result in an unnecessary loss of power”, that is, a tendency not to reject the null hypothesis when it is in fact false (Hinkle & Wiersma[†], 1994).

Finally, although the Chi-square test will reveal whether or not two variables are independent, when the test is significant it does not indicate the degree of relationship between the two variables. For this situation a statistical test referred to as measures of association has been employed.

For categorical data which lies on a nominal scale, Cramers V is viewed as the most appropriate measure of association. In the case of 2 X 2 tables the most

commonly employed coefficient is called Phi, which represents the correlation between two variables. Cramers V is seen as an extension of Phi as it is not constrained by the size of the table, that is , it can be employed for use with larger contingency tables, and it reduces to Phi for 2 X 2 tables. Thus in the present study Cramers V was employed as not all of the contingency tables were 2 X 2 (Howell, 1992).

ORDINAL DATA ANALYSIS

The Mann Whitney statistical test is used when the response measures for a variable are continuous but ordinal. Finally, the Goodman and Krusdal gamma statistic G was computed as it is viewed as an appropriate measure of association with categorical and ordinal data (Siegel & Castellan, 1988).

CHAPTER FOUR

RESULTS

INTRODUCTION

The results of this study are presented under three major headings; demographics, discrimination and Equal Employment Opportunities. All of the statistical analyses carried out will be presented and discussed. Due to the length of this results section Appendix D contains a summary of the significant and non significant results for quick reference.

4.2 STATISTICAL ANALYSIS ON DEMOGRAPHICS

The analysis of responses by women in management in private sector organisations and public sector organisations by demographic variables produced the following results. In the cases where there is a significant result figures will be shown. The responses of the women in both sectors was crosstabulated with variables from the questionnaire (Questions 1-9).

4.2.1 Age x Sector

This analysis contrasted the number of women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using assigned rank age categories ($U = 308.0$, $p < .05$). Figure 4.2.1 shows the distribution of ages across the two sectors. This shows a significantly greater number of younger women in management positions in private sector organisations. For example, 50.0% of the private sector employees in the sample are under the age of 35 years, in contrast only 23.3% of public sector employees are under 35 years of age. The gamma co-

efficient G was also computed, this revealed a relatively high measure of association between the two variables ($G = .43325$).

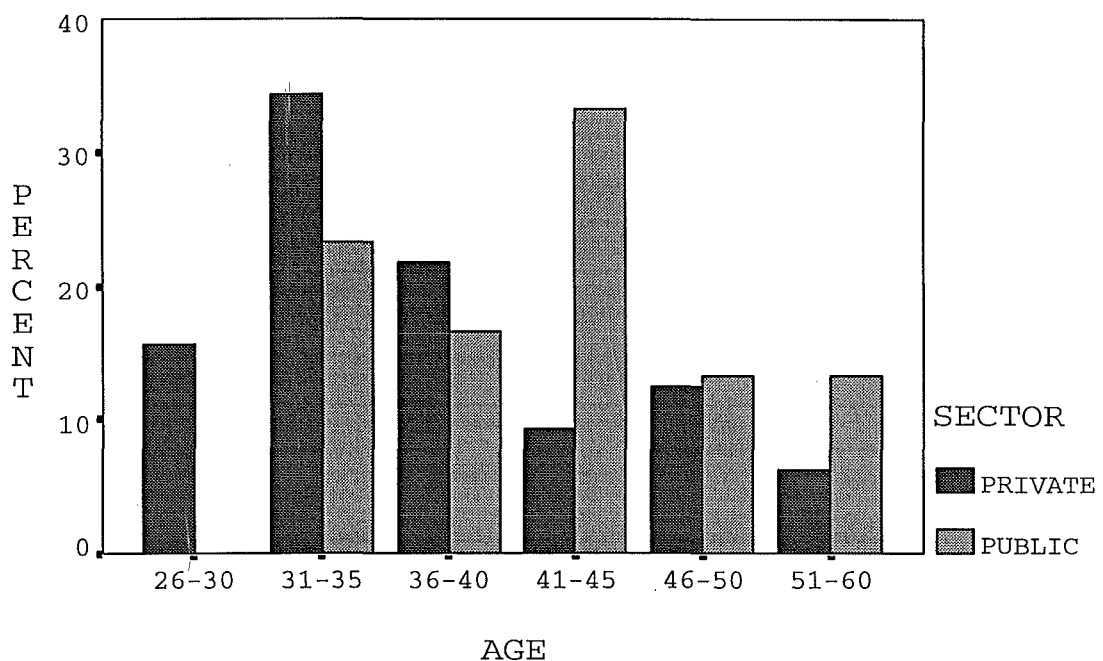


Figure 4.2.1 Crosstabulation of age by sector

4.2.2 Marital Status x Sector

This analysis contrasted the status of women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in status between women in public and private sector organisations. In fact, as can be seen in the Crosstabulation table in Appendix C , the majority of women in both sectors were married.

4.2.3 Number of Children x Sector

This analysis contrasted the number of children of women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in the number of children across the two sectors. However, it is interesting to note that in both the private and public sectors most of the women indicated that they had no children, for example, 61.3% of private sector employees and 48.3% of public sector employees. This can be seen in the Crosstabulation table in Appendix C.

4.2.4 Responsibility for children x Sector

This analysis contrasted who held the main responsibilities for children among women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the responses of public and private sector employees with regard whether they had sole, main or shared the responsibility for the care of dependants living at home.

4.2.5 Creche facilities offered x Sector

This analysis contrasted the availability of creche facilities to women in management positions within private and public sector organisations. A Fisher test was employed on the data using assigned categories. Figure 4.2.5 presents a crosstabulation of creche facilities by sector. There was a marginally significant difference in the availability of creche facilities between public and private sector organisations ($P = .05007$). For example, whilst only 6.5% of private organisations offered creche facilities, 24.1 % of public sector organisations did.

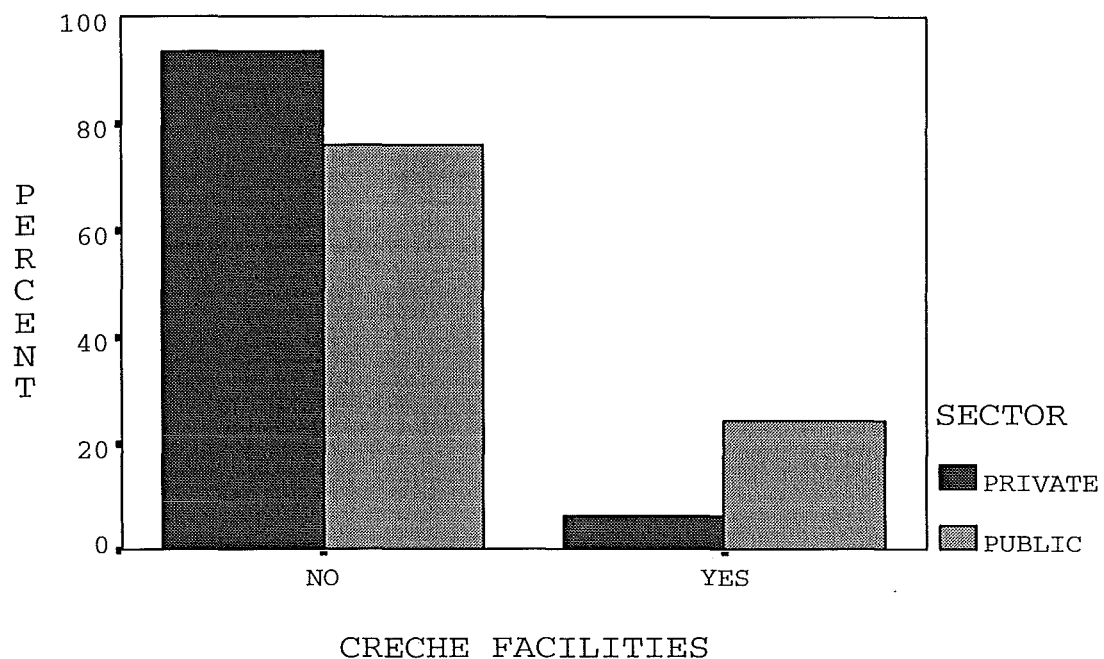


Figure 4.2.5 Crosstabulation of Creche facilities by Sector

4.2.6 Assistance with day care costs x Sector

This analysis contrasted the availability of assistance with day care costs for those women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between private sector and public sector organisations in regard to level of assistance with the daycare costs of employees' children.

4.2.7 Parental Leave x Sector

This analysis contrasted the availability of parental leave to women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.2.7 shows the distribution of parental leave by sector. There was a

significantly greater proportion of public sector organisations that offer parental leave to employees ($\chi^2 = 5.26, df = 1, p < .05$). For example, 71.0% of private sector employees indicated that their organisation offered parental leave, in contrast 93.1% of public sector employees stated that their employers offered parental leave.

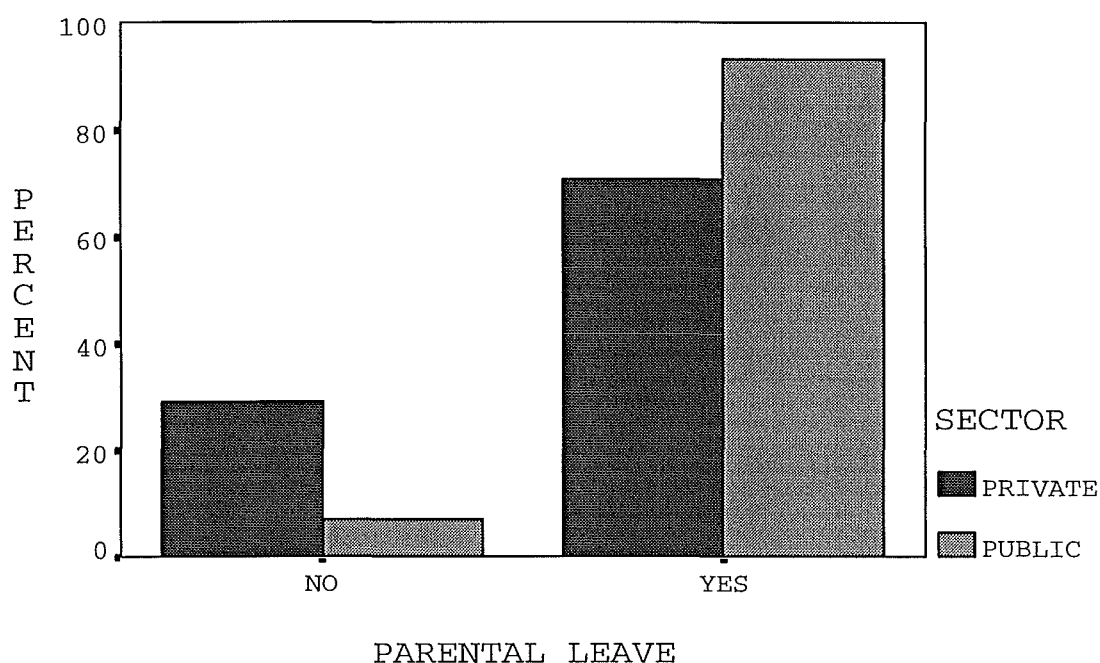


Figure 4.2.7 Crosstabulation of Parental Leave by Sector

4.2.8 Job Sharing x Sector

This analysis contrasted the availability of job sharing to women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.2.8 shows the distribution of job sharing by sector. There was a marginally significant difference in the availability of job sharing in public and private sector organisations ($\chi^2 = 3.23, df = 1, p < .1$). For example, 32.2% of private sector managers and 55.2% of public sector managers indicated their organisation offered some kind of job sharing.

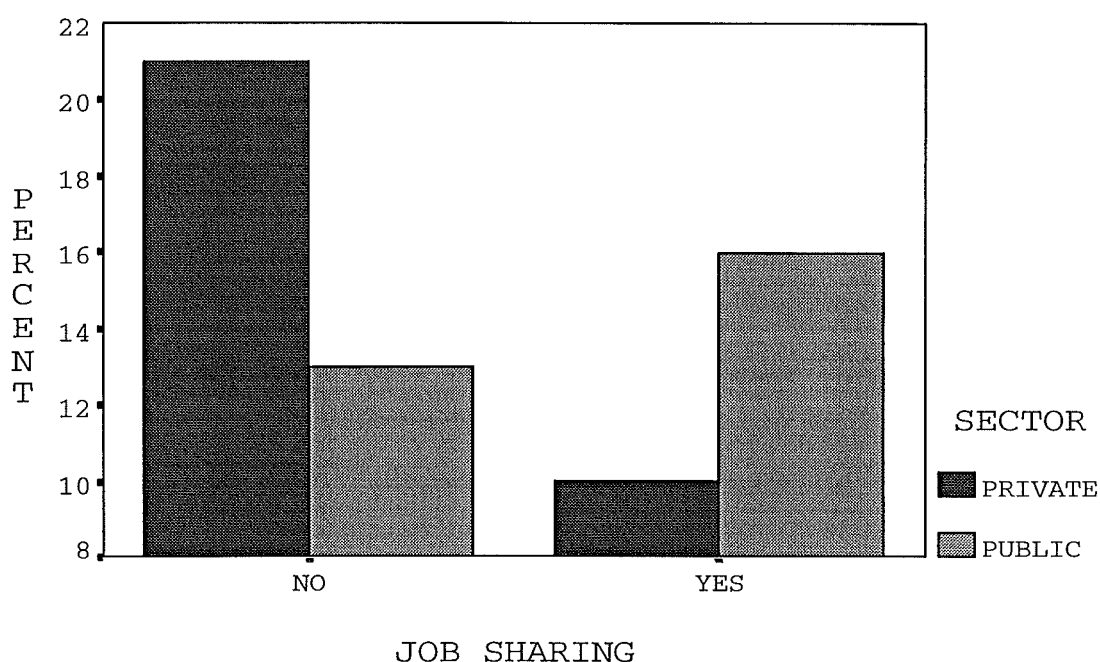


Figure 4.2.8 Crosstabulation of Job Sharing by Sector

4.2.9 Flexible Hours x Sector

This analysis contrasted the availability of flexible hours to women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. The responses made indicate that there is no significant difference in the availability of flexible hours as part of the working conditions in the public or private sector.

4.2.10 Number of years in present position x Sector

This analysis contrasted the number of years in their present position between women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the two sectors, private or public, in regard to the number of years each women has spent in their present position.

4.2.11 Previous positions in other organisations x Sector

This analysis contrasted the number of previous management positions between women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Results showed that there was no significant difference across the sectors, with respect to whether any of the subjects had held any previous management positions in organisations other than the one by which they are currently employed.

4.2.12 Previous position in current organisation x Sector

This analysis contrasted the previous position of women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There as no significant difference between the two sectors in response to whether the position they held previously to their current position, in the organisation they are currently employed by was in management. However, it is interesting to note that 88.2% of private and 90.0% of public sector employees indicated that they had held other management positions in their organisation. This can be seen in the Crosstabulation table in Appendix C.

4.2.13 Entered through internal promotion x Sector

This analysis contrasted how women in management entered their current position within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. The data indicated that there was no significant difference between the private sector employees and public sector employees in relation to whether they entered the organisation at a management level, or whether they were promoted into management.

4.2.14 Income level x Sector

This analysis contrasted the income levels of women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using assigned rank income categories. There was no significant difference in the income levels between public sector and private sector employees.

4.2.15 Leave taken x Sector

This analysis contrasted the leave taken by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. The results show that there is no significant difference in the number of employees taking leave between the two sectors.

4.2.16 Reason for leave x Sector

This analysis contrasted the reasons for taking leave between women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in reasons for taking leave between the two sectors. However, it appears that the most prolific reason for taking leave across both sectors is to have or care for children, with 58.8% of private sector and 61.1% of public sector employees indicating this as their reason for taking leave.

4.2.17 Time taken in leave x Sector

This analysis contrasted the amount of time taken in leave between women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was

no significant difference between public sector employees and private sector employees with regard to the amount of time employees spent on leave.

4.3 STATISTICAL ANALYSIS ON OCCURRENCE OF DISCRIMINATION

Analysis of responses by women in management in private sector organisations and public sector organisations by discrimination variables produced the following results. In the cases where there is a significant result figures will be shown. Originally the responses of the women in both sectors was crosstabulated with variables from the questionnaire (Questions 1-9).

4.3.1 Discrimination present work x Sector

This analysis contrasted the reported incidences of discrimination against women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.3.1 shows the distribution of reports of discrimination by women in management positions, across public and private sector organisations. There was a significantly higher number of reported occurrences of discrimination by women employed in private sector organisations ($\chi^2 = 4.09$, $df = 1$, $p < .05$). For example, 43.8% of private sector employees indicated they had been discriminated against, in comparison to 20.0% of women employed in the public sector.

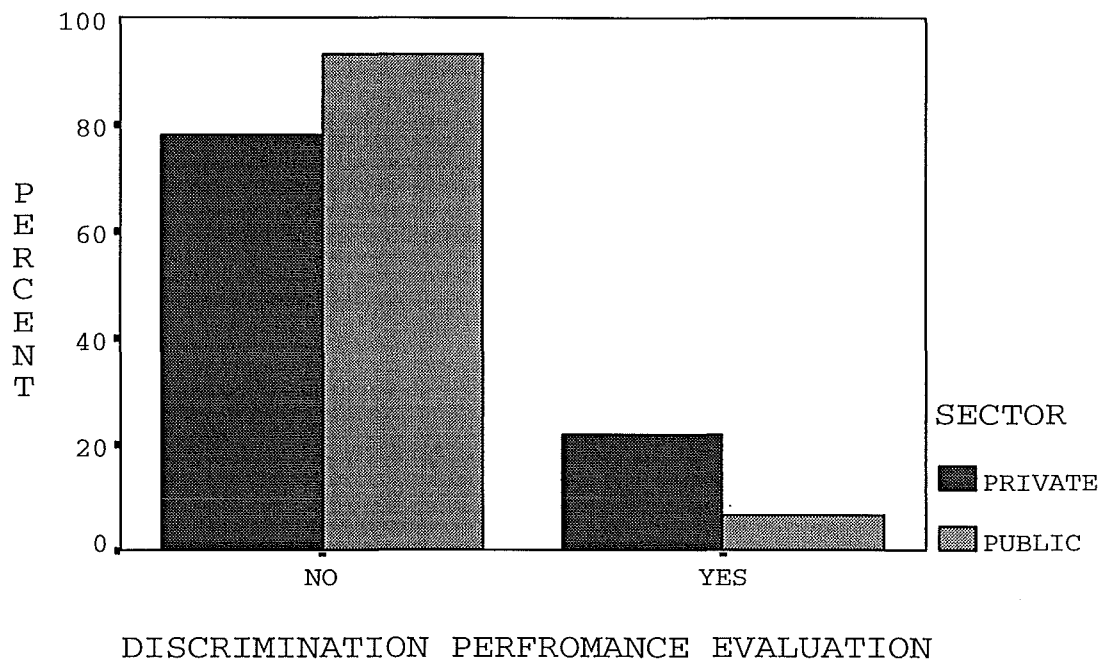


Figure 4.3.1 Crosstabulation of discrimination in present work situation by Sector.

4.3.2 Discrimination in Recruitment x Sector

This analysis contrasted reported incidences of discrimination in recruitment by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.3.2 shows the distribution of responses of public and private sector employees in regard to whether they thought that there is gender equality in recruitment within their organisation. There was a significant difference in responses between the two sectors ($\chi^2 = 6.19$, df. = 1, $p < .05$). For example, 68.8% of private sector employees and 93.1% of public sector employees indicated that there was gender equality in recruitment in their organisation.

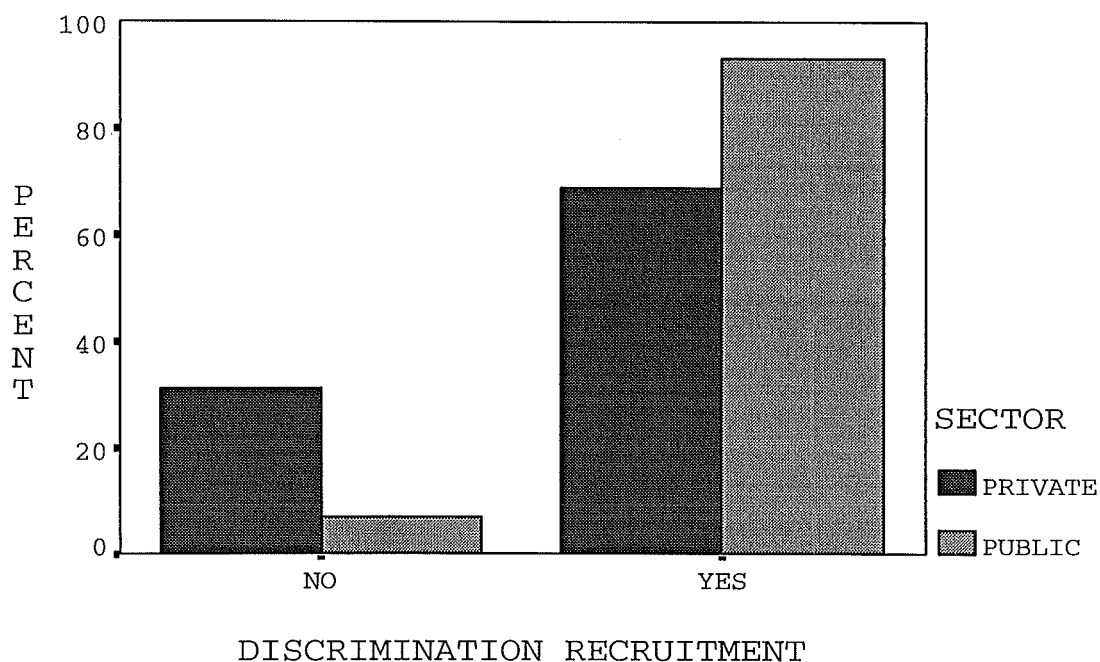


Figure 4.3.2 Crosstabulation of discrimination in recruitment by Sector

4.3.3 Discrimination in Promotion x Sector

This analysis contrasted the reported incidences of discrimination in promotion by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.3.3 presents a crosstabulation of reports of discrimination in promotion within organisations by sector. There was a significant difference in the reports of discrimination in promotion between the two sectors ($\chi^2 = 5.24$, $df = 1$, $p < .05$). For example, 28.1% of women in management positions in the private sector believed that they had been overlooked for promotion on the basis of their gender, in contrast to 6.7% of women employed in the public sector.

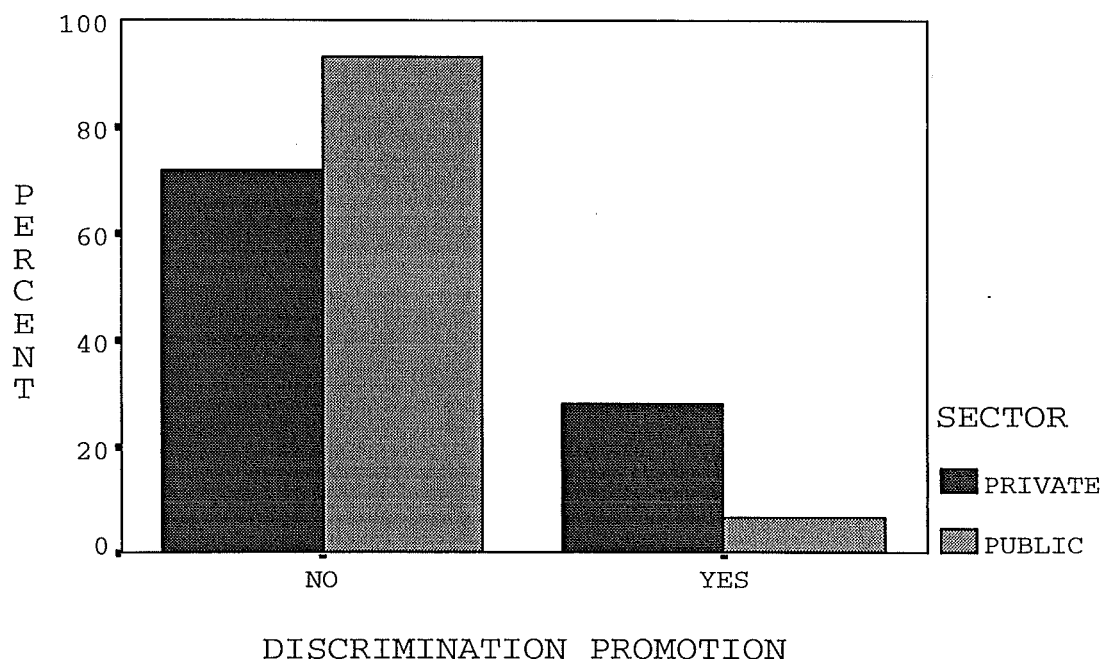


Figure 4.3.3 Crosstabulation of discrimination in promotion by Sector.

4.3.4 Discrimination in Performance Appraisal x Sector

This analysis contrasted the reported incidences of discrimination in performance appraisal of women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.3.4 displays the distribution of reports of discrimination in performance appraisal by sector. There was a marginally significant difference in reported instances of bias in performance appraisal based on gender, between public and private sector organisations ($\chi^2 = 3.05$, $df = 1$, $p < .1$). For example, 21.9% of private sector employees felt they had been discriminated against in a performance appraisal, in contrast to 6.7% of public sector employees.

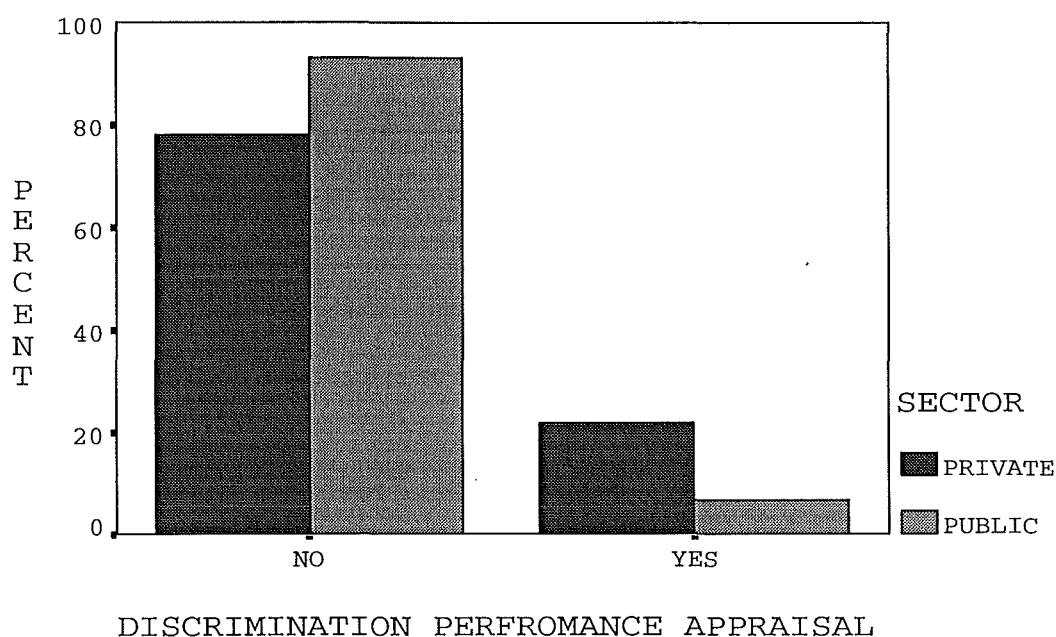


Figure 4.3.4 Crosstabulation of discrimination in performance appraisal by Sector

4.3.5 Discrimination in lack of attention given to ideas and inputs x Sector

This analysis contrasted reported discrimination in the form of lack of attention given to the ideas and inputs of women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.3.5 shows the reported levels of discrimination by of lack of attention given to the inputs and ideas of women in management positions in public and private sector organisations. There was a significant difference in the reported incidence of this type of discrimination between the two sectors ($\chi^2 = 5.24$, $df = 1$, $p < .05$). For example, 28.1% of private sector employees reported they had experienced this type of discrimination as opposed to only 6.7% of public sector employees.

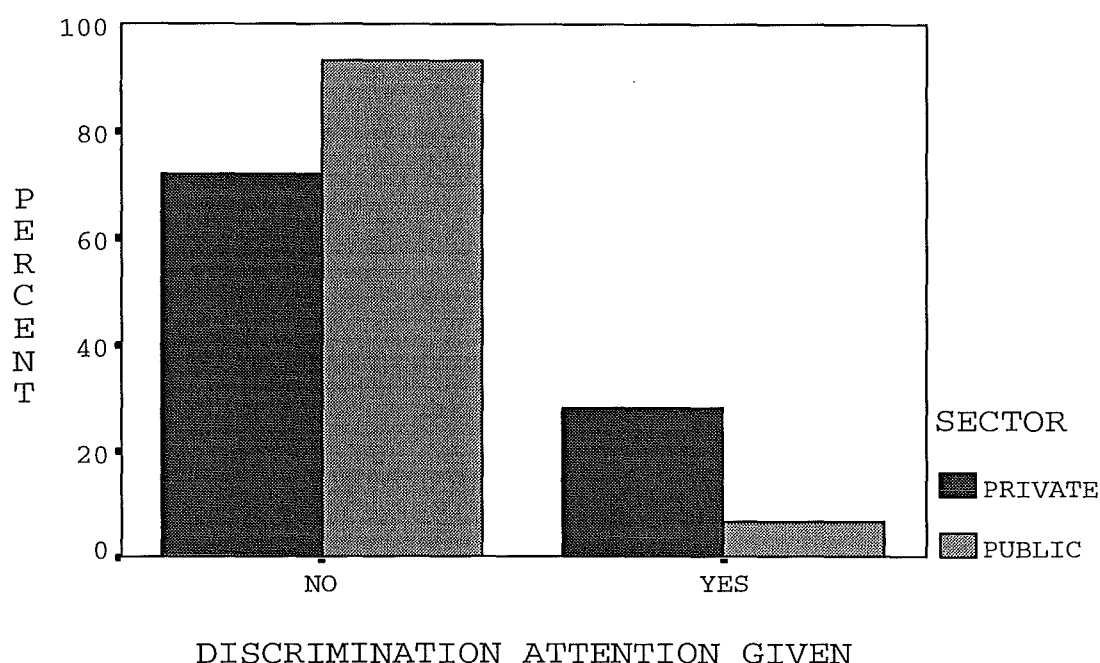


Figure 4.3.5 Crosstabulation of discrimination in lack of attention given to ideas and inputs by Sector

4.3.6 Heard of incidences of Discrimination x Sector

This analysis contrasted the number of incidences of discrimination heard about by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in the reported amounts of discrimination that subjects had heard about in relation to other employees, between the public sector and the private sector employees.

4.3.7 Type of Discrimination heard about x Sector

This analysis contrasted the type of discrimination heard about by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant differences in the type of discrimination that had been heard

about between the women in public sector organisations and those women in private sector organisations.

4.3.8 Witnessed instances of discrimination x Sector

This analysis contrasted the number of incidences of discrimination witnessed by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the two sectors in regard to reports where other employees had been seen being subjected to some form of discrimination.

4.3.9 Type of Discrimination witnessed x Sector

This analysis contrasted the type of discrimination witnessed about by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant differences in the types of discrimination that had been seen happening to other employees between the two sectors.

4.3.10 Discomfort working with certain associates x Sector

This analysis contrasted the reported occurrences of discomfort whilst working with certain associates by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant differences in reported instances of discomfort whilst working with associates between public and private sector employees.

4.3.11 Negative influences of superiors/associates affecting performance x Sector

This analysis contrasted the reported negative influences of superiors/associates affecting performance by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in reports of negative influences of superiors associates affecting performance between private and public sector employees.

4.4 STATISTICAL ANALYSIS OF EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

Analysis of responses by women in management in private sector organisations and public sector organisations by Equal Employment Opportunities variables produced the following results. In the cases where there is a significant result figures will be shown. Originally the responses of the women in both sectors was crosstabulated with variables from the questionnaire (Questions 10a-j).

4.4.1 Heard about EEO x Sector

This analysis contrasted the number of women who had heard about EEO in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories.. All respondents (100%) indicated that they had heard about EEO.

4.4.2 EEO in your organisation x Sector

This analysis contrasted the number of women in management positions who indicated that their organisation had an EEO policy within private and public

sector organisations. A Chi squared test was employed on the data using assigned categories. All respondents (100%) reported that the organisation that they are currently employed by had an EEO policy.

4.4.3 Current EEO Co-ordinator x Sector

This analysis contrasted the number of EEO Co-ordinators as reported by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.3 displays the presence of an EEO Co-ordinator in both public and private sector organisations. There was a highly significant difference between the two sectors with regard to whether or not their organisation currently employs an EEO Co-ordinator ($\chi^2 = 8.13$, $df = 1$, $p < .05$). For example, 58.1% of private sector companies at present have an EEO Co-ordinator, in contrast 89.7% of public sector organisations presently employ an EEO Co-ordinator. The Cramers V Co-efficient was also computed, this revealed a relatively high measure of association between the two variables ($V = .35699$).

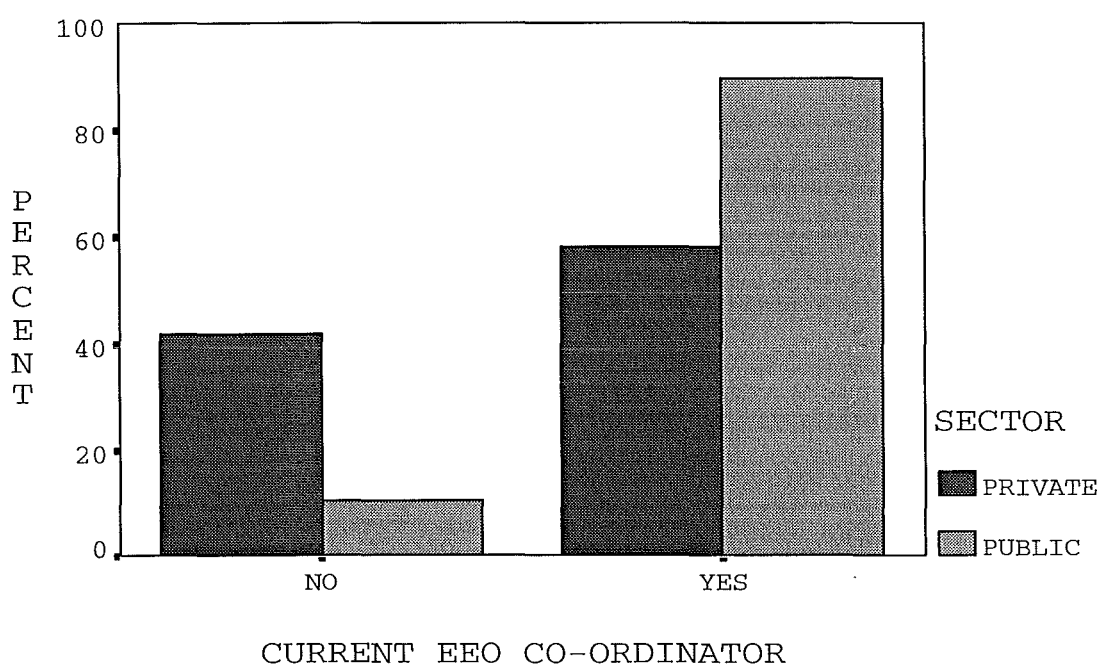


Figure 4.4.3 Crosstabulation of Current EEO Co-ordinator by Sector

4.4.4 Past EEO Co-ordinator x Sector

This analysis contrasted the number of past EEO Co-ordinators as reported by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the two sectors with regard to whether an EEO Co-ordinator was employed in the past.

4.4.5 Type of Current/Past EEO Co-ordinator

This analysis contrasted the type of current/past EEO Co-ordinators reported by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the two sectors with regard to whether the past or current EEO Co-ordinators position had been full time, part time or was part of another position.

4.4.6 Management given EEO training x Sector

This analysis contrasted the existence of management training on EEO as reported by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.6 displays the distribution of EEO training given to those employees in management positions, between public and private sector organisations. There was a highly significant difference between the sectors with regard the number of organisations who provided training on EEO and the EEO policies and programmes of their organisation, to those employees in management positions ($\chi^2 = 21.49$, $df = 1$, $p < .05$). For example, 29.0% of private sector and 86.2%, of public sector women in management reported that their organisation provided training in EEO for all management staff.

The Cramers V Co-efficient was also computed, this revealed a relatively high measure of association between the two variables ($V = .57658$).

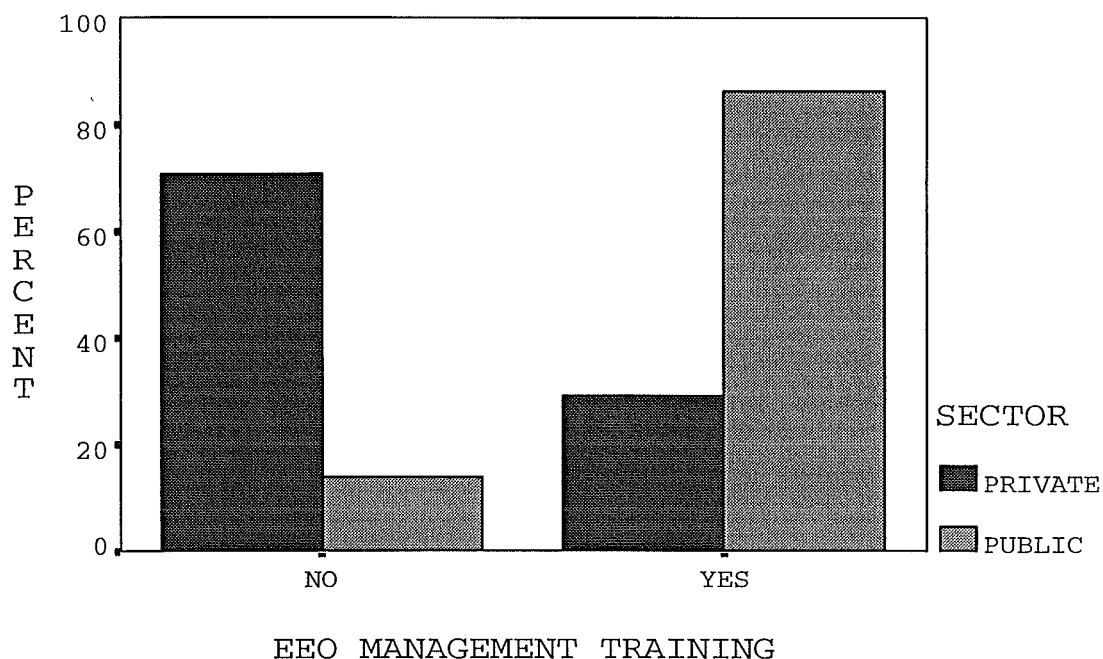


Figure 4.4.6 Crosstabulation of Management given EEO training by Sector

4.4.7 All staff given EEO training x Sector

This analysis contrasted the existence of staff given training on EEO as reported by women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.7 shows the number of private and public sector organisations who provide training on EEO and the EEO policies and programmes of their organisation to all staff within their organisation. There was a highly significant difference between sectors ($\chi^2 = 23.08$, $df = 1$, $p < .05$). For example, 19.4% of women in management positions in private sector companies reported that their organisation gave training in EEO to all members of staff, in contrast 79.3% of women managers employed in the public sector reported that all staff are given EEO training. The Cramers V Co-efficient was also computed, this revealed a relatively high measure of association between the two variables ($V = .59956$).

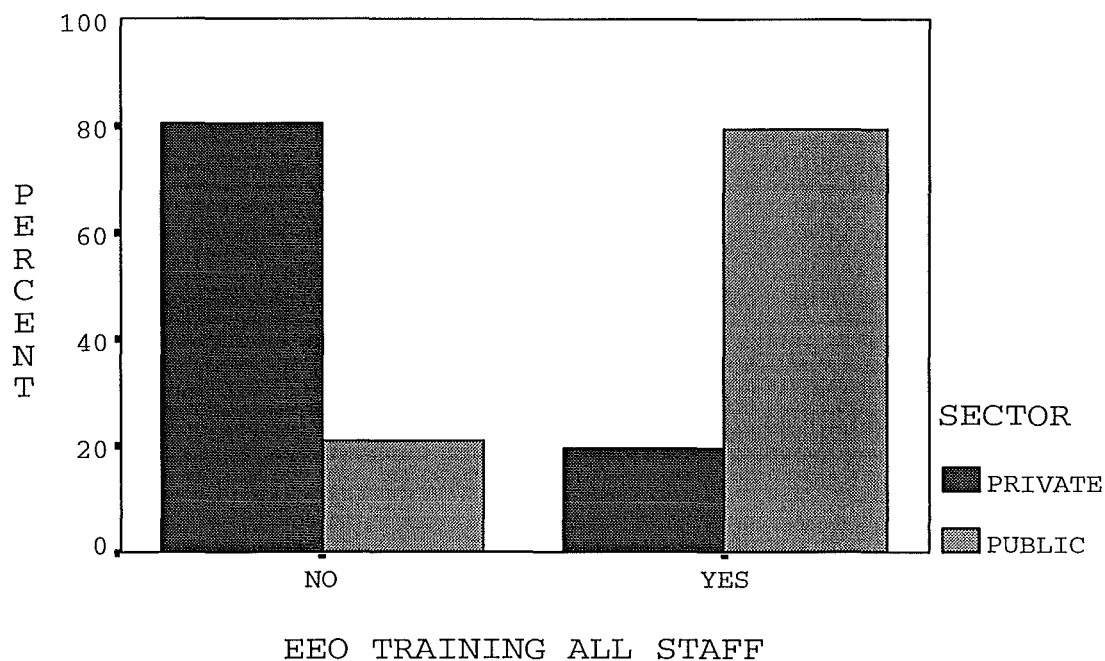


Figure 4.4.7 Crosstabulation of all staff given EEO training by Sector

4.4.8 EEO Courses done x Sector

This analysis contrasted the number of women in management positions who had attended EEO course/s within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.8 displays the number of women in management positions who have completed some form of EEO course/s across the two sectors. There was a marginally significant difference in the number of women who have completed EEO course/s between the private sector and public sector employees ($\chi^2 = 3.18$, $df = 1$, $p < .05$). For example, 58.1% of private sector employees had done some sort of EEO related course/s, in comparison to 79.3% of public sector employees.

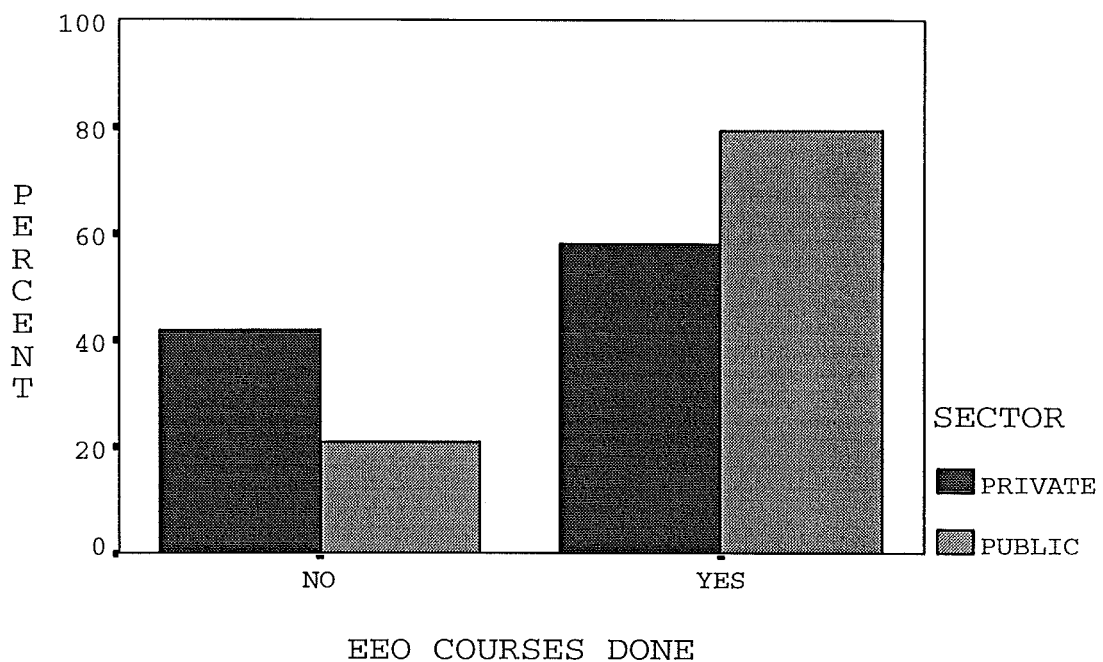


Figure 4.4.8 Crosstabulation of EEO Courses done by Sector

4.4.9 Career Development course x Sector

This analysis contrasted the number of women in management positions who had attended career development courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in the number of employees who had completed a career development course, between the two sectors.

4.4.10 Valuing Diversity course x Sector

This analysis contrasted the number of women in management positions who had attended valuing diversity courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.10 displays the number of women in management positions who have completed a valuing diversity course across the public and private sectors. There was a marginally significant difference in the number of women completing a valuing diversity course between the two

sectors ($P = .05877$). For example, 6.5% of private sector employees have completed such a course, in contrast to 24.1% of public sector employees.

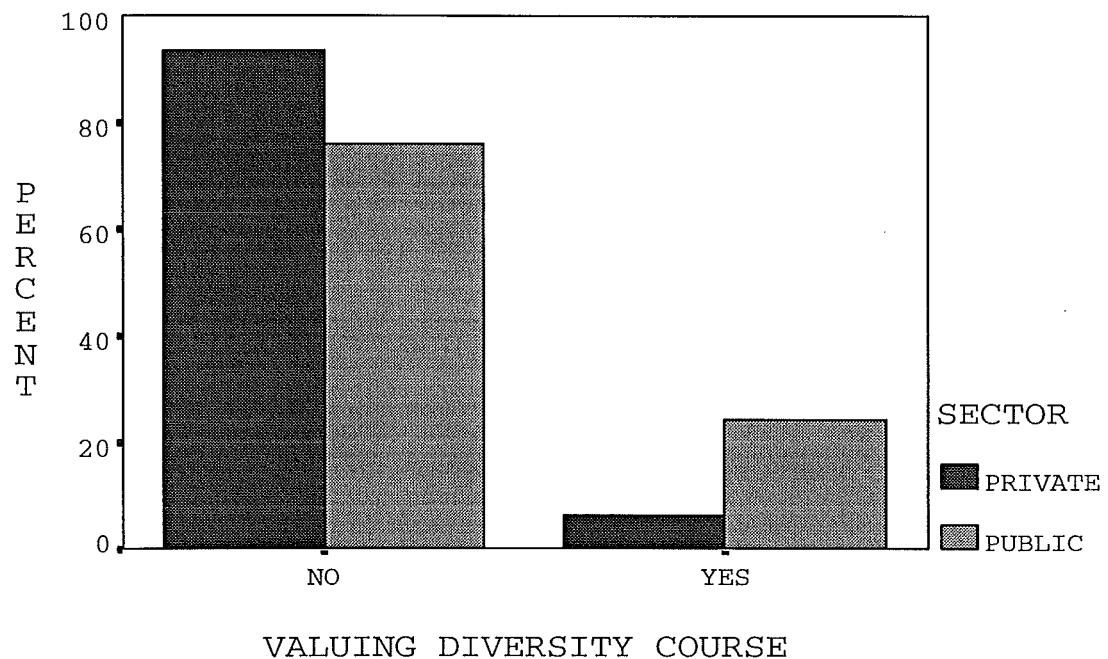


Figure 4.4.10 Crosstabulation of Valuing Diversity course by Sector

4.4.11 Assertiveness course x Sector

This analysis contrasted the number of women in management positions who had attended assertiveness courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the public and private sector employees with regard to the number who had participated in assertiveness courses.

4.4.12 Recruitment courses x Sector

This analysis contrasted the number of women in management positions who had attended recruitment courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between the two groups in

regard to the number of employees who have completed courses on fair and appropriate recruitment techniques.

4.4.13 Performance appraisal courses x Sector

This analysis contrasted the number of women in management positions who had attended performance appraisal courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.13 displays the number of public and private sector employees who have participated in performance appraisal courses. There was a significant difference between private sector and public sector employees with regard to the number of women managers who have participated in performance appraisal courses ($\chi^2 = 4.48$, $df = 1$, $p < 0.5$). For example, 41.9% of private sector and 17.2% of public sector employees have attended a training course aimed at teaching fair and appropriate employee performance appraisal techniques.

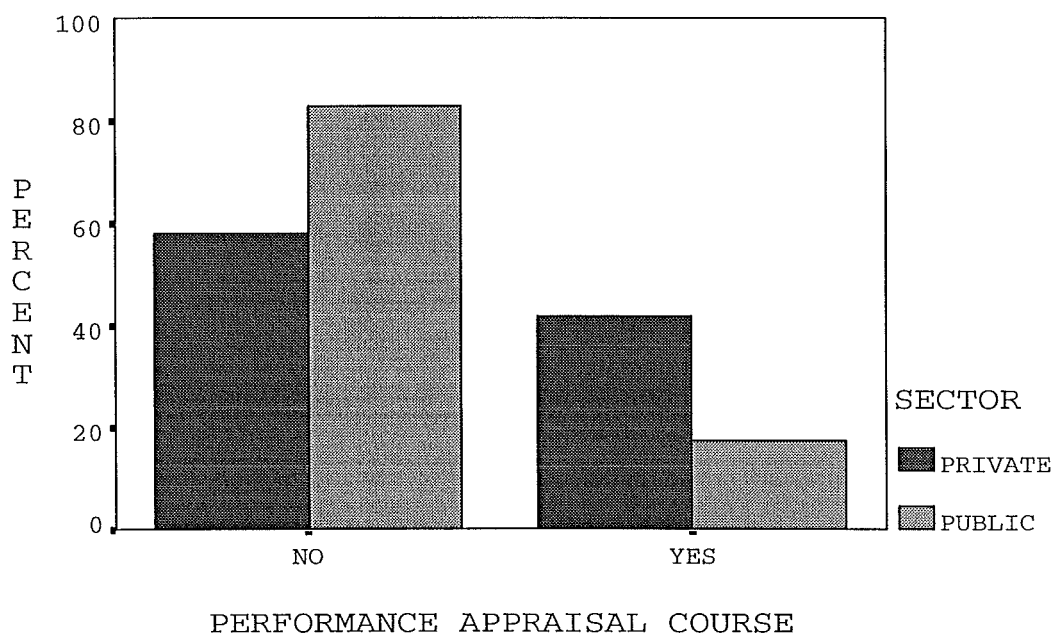


Figure 4.4.13 Crosstabulation of Performance appraisal courses by Sector

4.4.14 Job Evaluation course x Sector

This analysis contrasted the number of women in management positions who had attended job evaluation courses within private and public sector organisations. A Chi squared test was employed on the data using a assigned categories. There was no significant difference between employees in public and private sector organisations in regard to the amount of women in management who have participated in course/s aimed at training individuals how to evaluate different jobs fairly and accurately.

4.4.15 EEO Awareness course x Sector

This analysis contrasted the number of women in management positions who had attended EEO awareness courses within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.15 displays the number of public and private sector women in management positions who have completed an EEO awareness course. There was a highly significant difference in levels of participation in EEO awareness courses between the two sectors ($\chi^2 = 28.10$, $df = 1$, $p < .05$). For example, 6.5% of private sector employees have participated in an EEO awareness course, in contrast to 69.0% of public sector employees. The Cramers V Co-efficient was also computed, this revealed a high measure of association between the two variables ($V = .64827$).

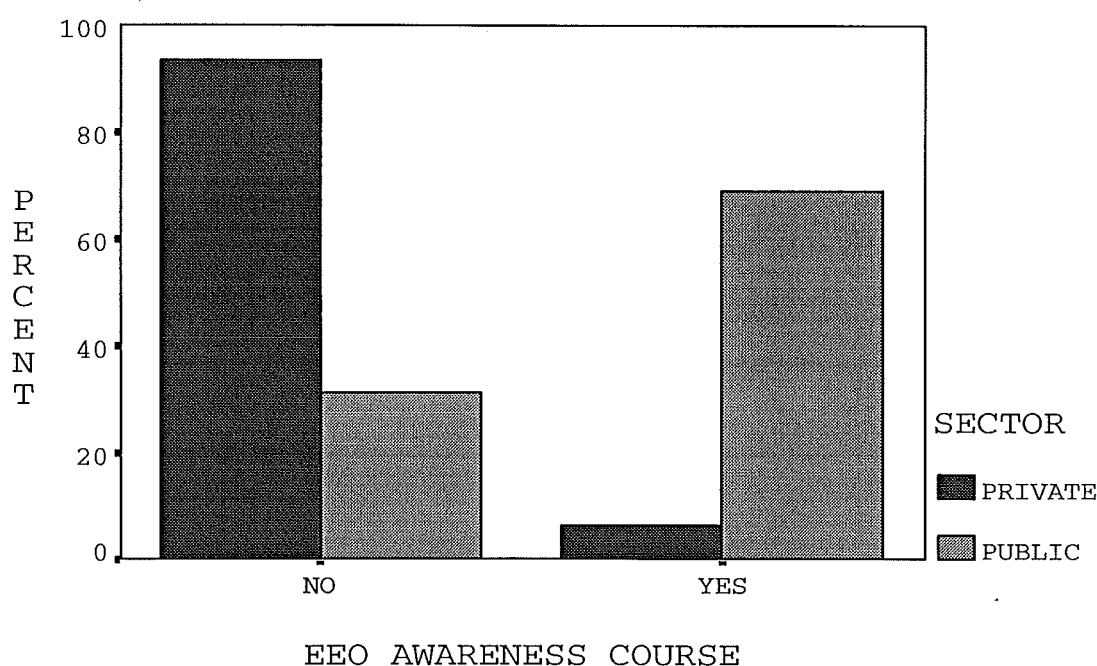


Figure 4.4.15 Crosstabulation of EEO Awareness course by Sector

4.4.16 Female present at interviews x Sector

This analysis contrasted the number of reports of interview panels consisting of a women among women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.16 displays by sector, the number of women in management who reported that their organisation has a policy of having a having a female present at all interviews. There was a highly significant difference between the two sectors ($\chi^2 = 31.42$, $df = 1$, $p < .05$). For example, 17.2% of private sector managers reported that their organisation had a policy where a women was always present at interviews, in contrast to 86.7% of public sector managers. The Cramers V Co-efficient was also computed, this revealed a high measure of association between the two variables ($V = .69505$).

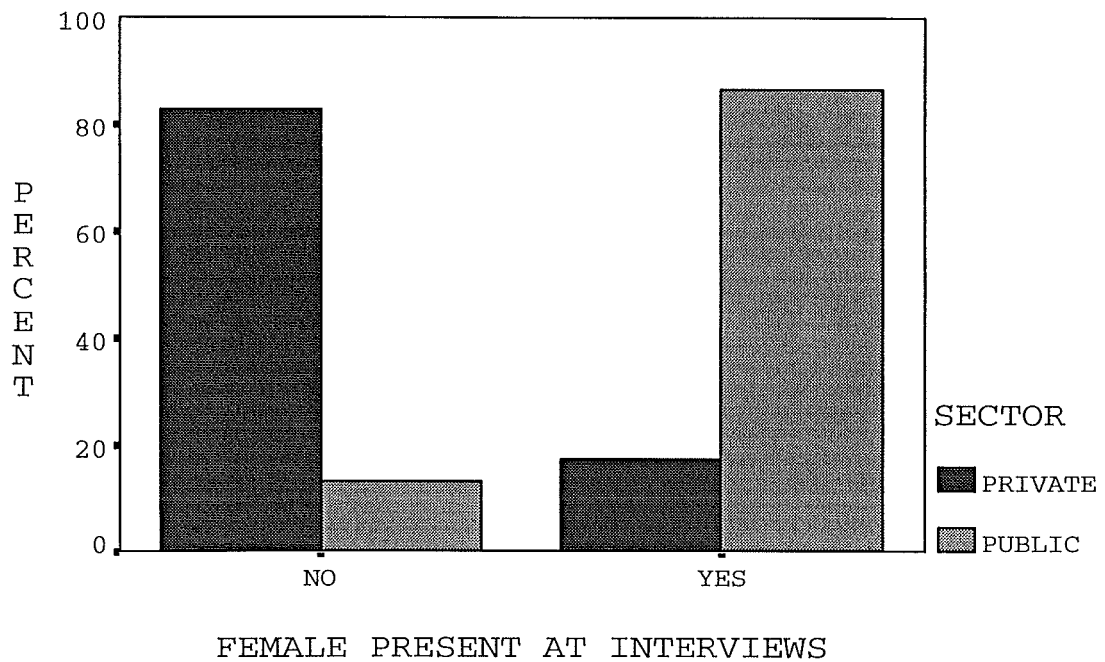


Figure 4.4.16 Crosstabulation of Female present at all interviews by Sector

4.4.17 Assigned Mentor x Sector

This analysis contrasted the number of women in management positions who had been assigned a mentor within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. Figure 4.4.17 displays the proportion of women managers who have been assigned a mentor, across public and private sector organisations. There was a significant difference between the two sectors ($\chi^2 = 5.24$, $df = 1$, $p < .05$). For example, 28.1% of private sector women managers reported that they had been assigned a mentor at some stage, as opposed to 6.7% of public sector women managers.

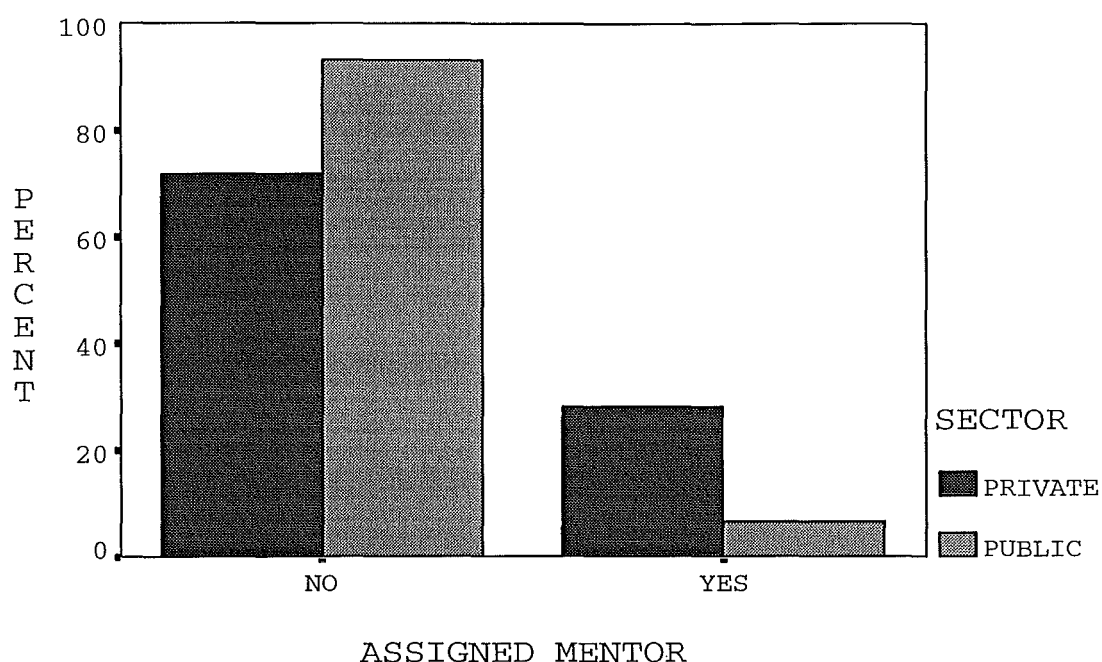


Figure 4.4.17 Crosstabulation of Assigned Mentor by Sector

4.4.18 Gender of Mentor x Sector

This analysis contrasted the gender of mentors assigned to women in management positions within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference between sectors with regard to the gender of their mentors. However, it is interesting to note that of those who indicated they had been assigned a mentor, 90.0% reported that their mentor was male.

4.4.19 Position when assigned Mentor x Sector

This analysis contrasted the position of women in management positions when assigned a mentor within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant relationship between the positions which individuals held when assigned a mentor across the two sectors.

4.4.20 The Goal of EEO x Sector

This analysis contrasted the responses to a statement about the goal of EEO by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. There was no significant difference in the personal opinions of women in management in the public sector and those in the private sector with regard to a positive statement about the goal of EEO (as defined by the EEO Trust). A Binomial Test for proportions was conducted which indicated no difference in the opinions toward the statement ($P = .886668$). For example, 78.1% of private sector employees and 76.6% of public sector employees indicated that they 'strongly agreed' with the statement.

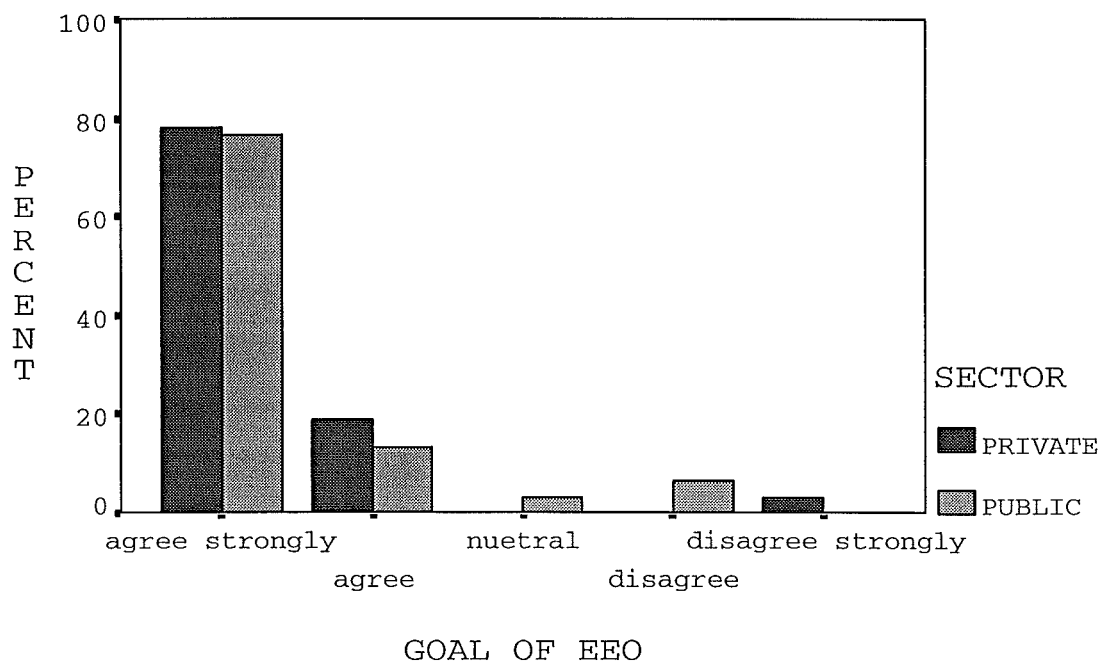


Figure 4.4.20 Crosstabulation of the goal of EEO by Sector

4.4.21 EEO is Good Business Practice x Sector

This analysis contrasted the responses to a statement about EEO being good business practise of women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data

using a ranked response scale. There was no significant difference between the personal opinions of women in the public and private sector organisations with regard to a statement asserting that EEO is good business practice. A Binomial Test for proportions was conducted which showed that there was virtually no difference in the responses from the two groups ($P = .9189$). For example, 68.8% of private sector employees and 70.0% of public sector employees stated that they 'strongly agreed' with the statement.

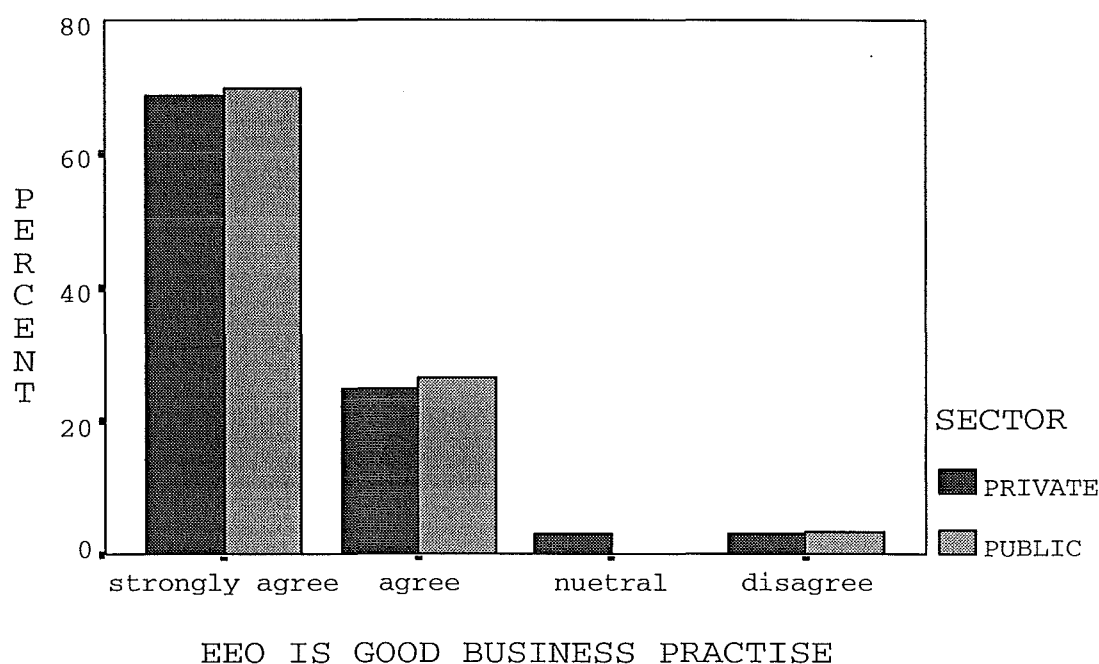
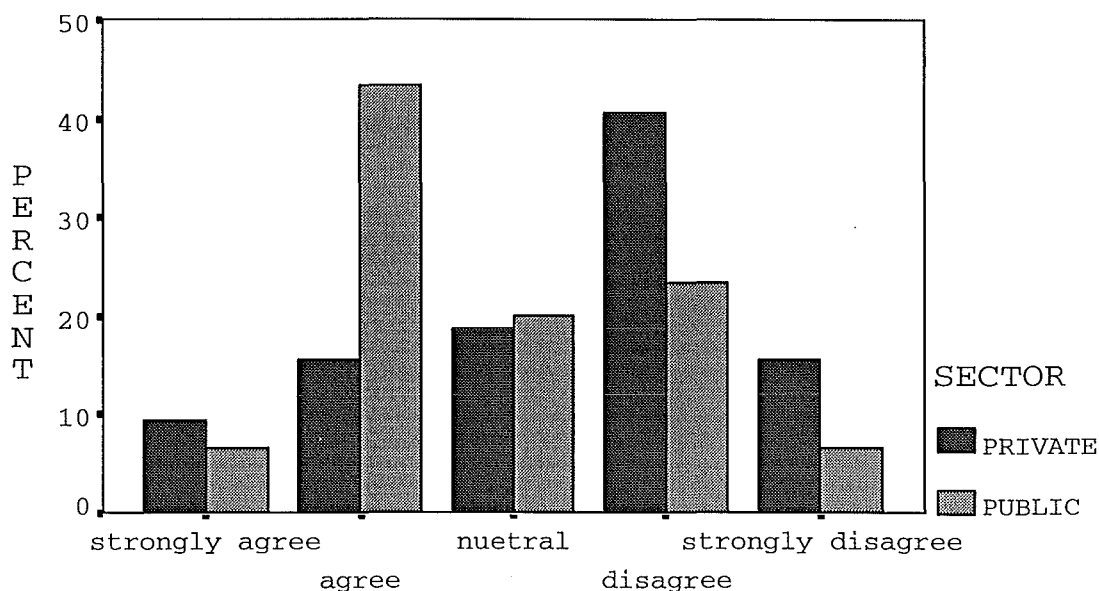


Figure 4.4.21 Crosstabulation of EEO is Good Business Practice by Sector.

4.4.22 EEO in Present Organisation Wholehearted x Sector

This analysis contrasted the commitment to EEO by organisations as reported by women in management within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.22 shows the responses of subjects in private and public sector organisations when evaluating how committed they considered their organisation was towards its EEO policies and programmes. There was a significant difference in reports relating to the perceived commitment of organisations to EEO from women in private sector organisations in contrast

to those women employed in the public sector ($U = 343.0$, $p < .05$). For example, 25.0% of private sector employees, in contrast to 50.0% of public sector employees 'strongly agreed/agreed' that their organisation was wholehearted in its approach to its EEO policies and programmes.



EEO IN PRESENT ORGANISATION WHOLEHEARTED

Figure 4.4.22 Crosstabulation of EEO in Present Organisation Wholehearted
By Sector.

4.4.23 Ongoing Monitoring of EEO x Sector

This analysis contrasted the level of monitoring of EEO by organisations as reported by women in management within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.23 displays the responses of private and public sector employees to a statement asking them to assess how committed they saw their organisation to be with regard to the ongoing assessment and monitoring of their EEO policies and programmes. There was a highly significant difference between the two groups ($U = 139.5$, $p < .05$). For example, 29.0% of private sector employees and 90.0% of public sector employees 'strongly agreed/agreed' that there was ongoing monitoring and assessment, within their organisation of its EEO policies and programmes.

The gamma co-efficient G was also computed, this revealed a high measure of association between the two variables ($G = -.86225$).

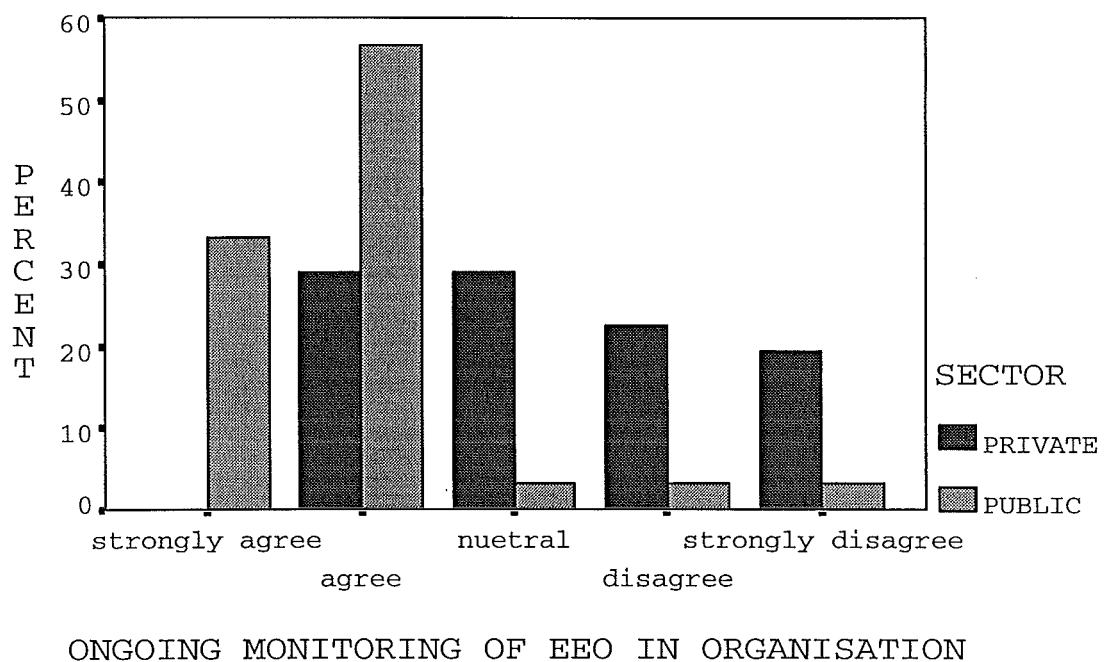


Figure 4.4.23 Crosstabulation of Ongoing Monitoring of EEO by Sector

4.4.24 Equal Access to Training Courses x Sector

This analysis contrasted views of women in management to whether or not there was equal access to training courses within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. There was no significant difference in the opinions of public and private sector employees in regard to whether they considered that there was equal access to training courses within their organisation, regardless of gender.

4.4.25 EEO Helped Me x Sector

This analysis contrasted reports of EEO assisting women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.25

shows the responses of public and private sector employees when asked to assess whether or not they considered that their EEO policies and programmes had assisted in getting them where they were today. There was a significant difference in the responses between the two groups ($U = 293.5$, $p < .05$). For example, 61.3% of private sector employees and 30.0% of public sector employees indicated that they 'strongly disagreed/disagreed' that EEO had assisted them in getting them to their present position.

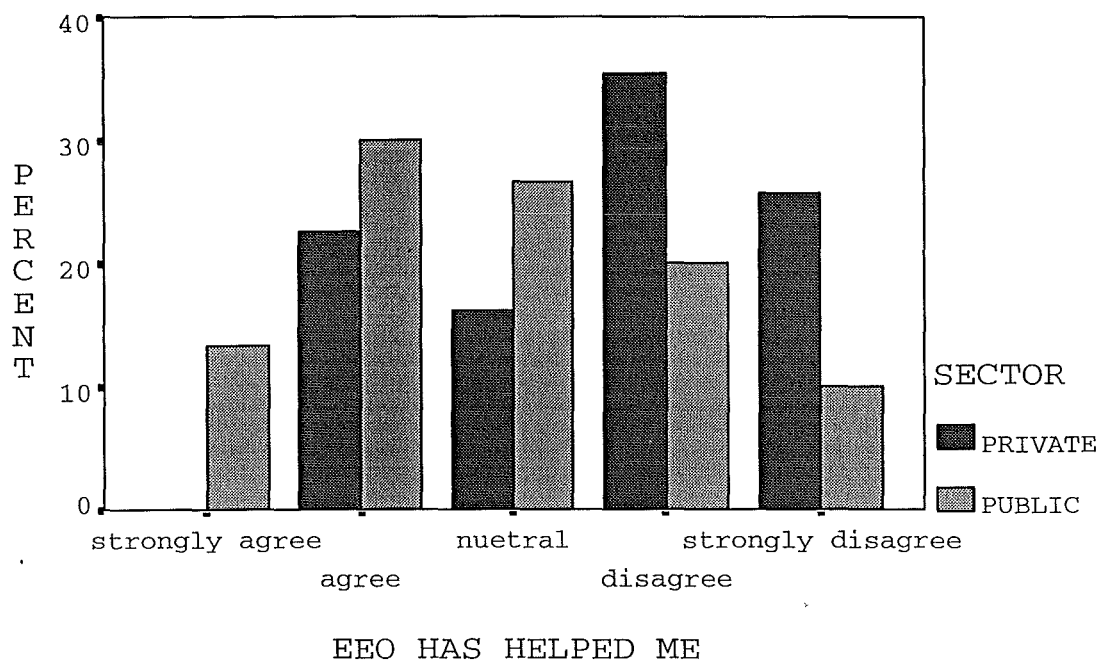


Figure 4.4.25 Crosstabulation of EEO helped me by Sector

4.4.26 EEO Helped Others x Sector

This analysis contrasted reports of EEO assisting other women by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.26 shows the responses of public and private sector employees to a question asking them to indicate whether or not they thought that their organisations EEO policies and programmes had assisted other members of their organisation in achieving their present positions. There was a significant difference in the responses between the two groups ($U = 346.0$, $p < .05$). For

example, 48.3% of private sector employees and 73.3% of public sector employees indicated that they 'strongly agreed/agreed' that their organisations EEO policies and programmes had assisted other members of their organisation in getting them into their present position. The gamma coefficient G was also computed, this revealed a relatively high measure of association between the two variables ($G = .54089$).

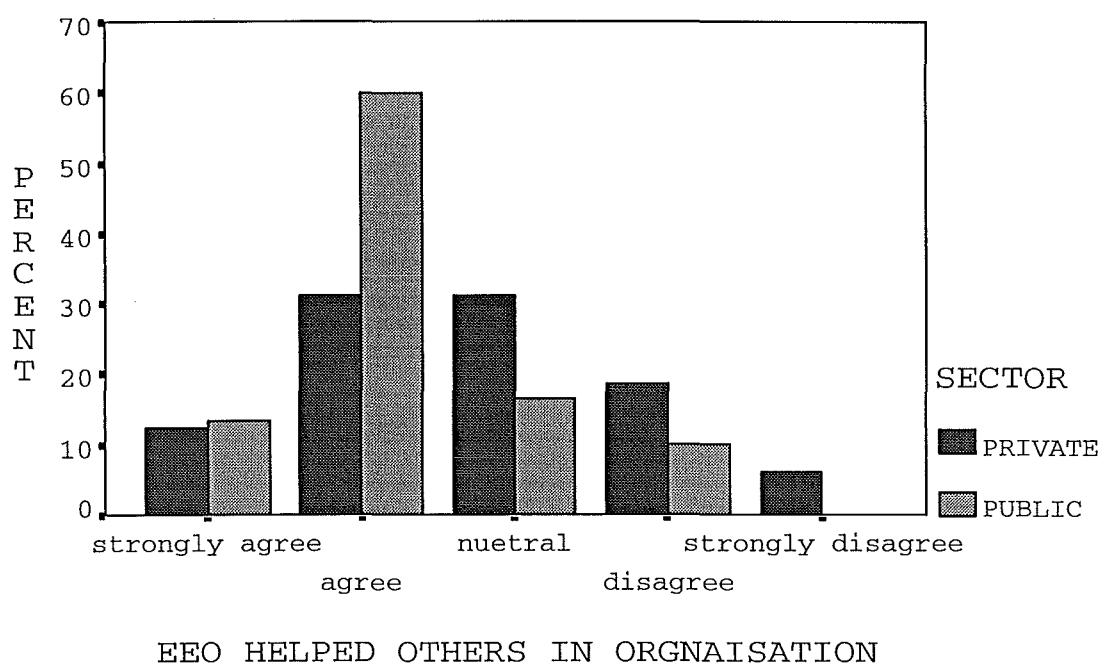
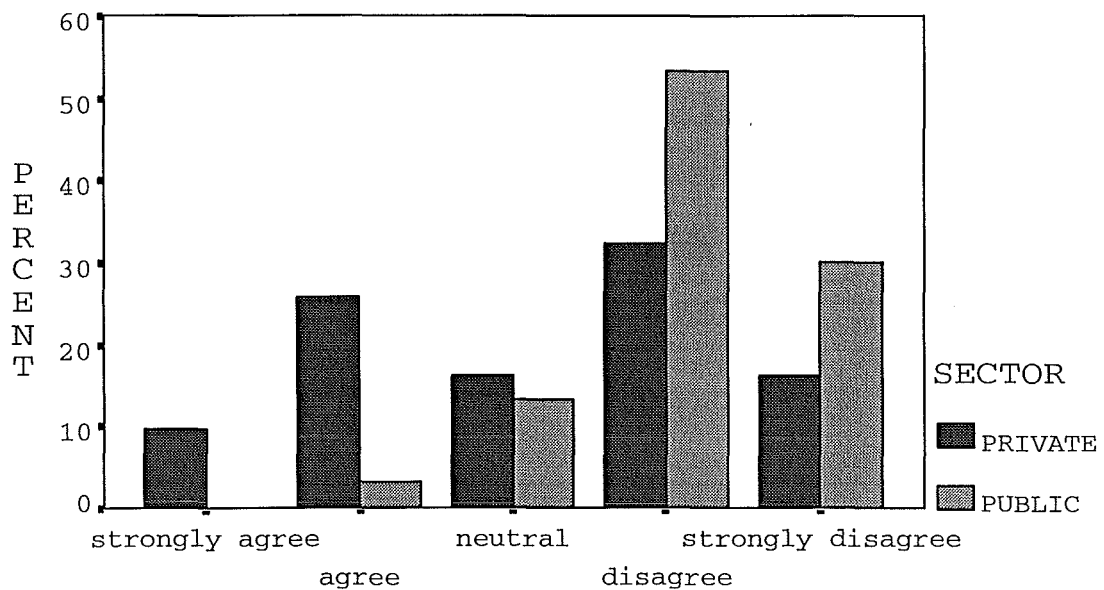


Figure 4.4.26 Crosstabulation of EEO helped others by Sector

4.4.27 EEO Should be Voluntary in the Private Sector x Sector

This analysis contrasted opinions toward the statement that EEO should be voluntary in the private sector by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.27 displays the opinions of women in management positions in public and private sector organisations to the idea that EEO should be voluntary in the private sector. There was a highly significant difference in the responses of private sector and public sector employees to this statement ($U = 276.5$, $p < .05$). For example, 48.4% of

private sector employees and 83.3% of public sector employees 'strongly disagreed/disagreed' with this statement.

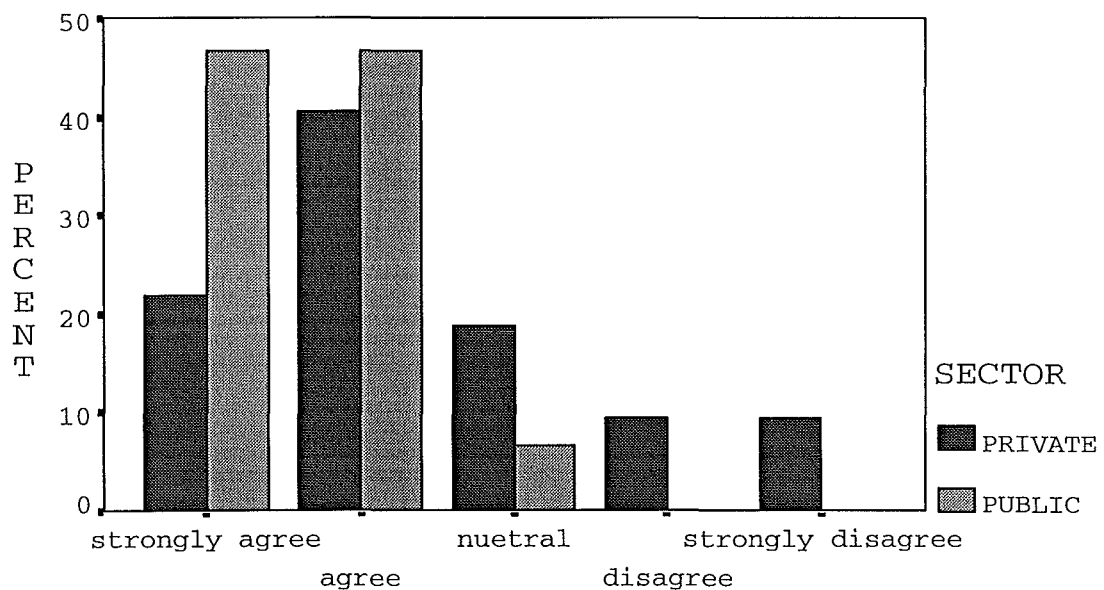


EEO SHOULD BE VOLUNTARY IN THE PRIVATE SECTOR

Figure 4.4.27 Crosstabulation of EEO should be Voluntary in the Private Sector by Sector

4.4.28 EEO Should be Compulsory in the Public Sector x Sector

This analysis contrasted opinions toward the statement that EEO should be compulsory in the public sector by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.28 displays the opinions of women in management positions in public and private sector organisations to the idea that EEO should be compulsory in the public sector. There was a highly significant difference in the responses of private sector and public sector employees to this statement ($U = 284.0, p < .05$). For example, 62.5% of private sector employees and 93.3% of public sector employees 'strongly agreed/agreed' with this statement.

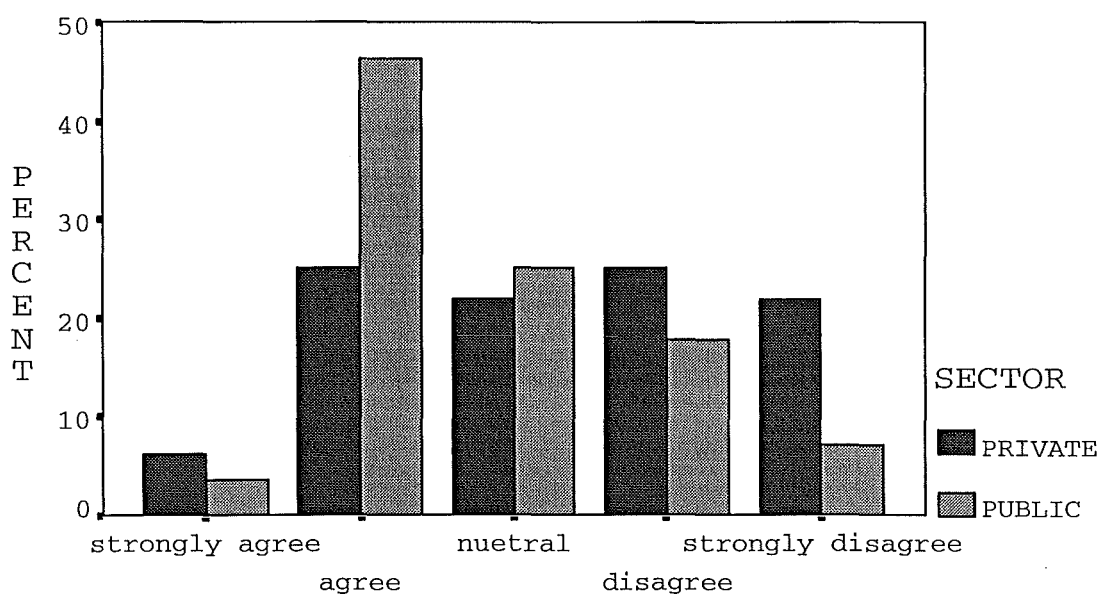


EEO SHOULD BE COMPULSARY IN THE PUBLIC SECTOR

Figure 4.4.28 Crosstabulation of EEO should be compulsory in the public sector by sector

4.4.29 EEO lead to Increased Numbers of Women in Management x Sector

This analysis contrasted opinions toward the statement that EEO had lead to increased numbers of women in their organisation by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. Figure 4.4.29 shows the responses of women in management positions in the public and private sector with regard to whether, since the introduction of EEO into their organisation, they thought that there had been an increase in the number of women in management and supervisory positions. There was a marginally significant difference in the responses of women across the two sectors ($U = 335.5$, $p < .1$). For example, 31.3% of private sector employees and 50.0% of public sector employees reported that the numbers of women in these sorts of roles had increased.



INTRODUCTION OF EEO LEAD TO INCREASE IN WOMEN

Figure 4.4.29 Crosstabulation of EEO lead to increased numbers of women in management by Sector

4.4.30 EEO should include 'Preferential Treatment' x Sector

This analysis contrasted opinions toward the statement that EEO should include preferential treatment by women in management positions within private and public sector organisations. A Mann Whitney test was employed on the data using a ranked response scale. There was no significant differences in the opinions towards the introduction and inclusion of a preferential treatment clause in EEO policies between private and public sector women managers.

4.4.31 Gender Equality in Career Development x Sector

This analysis contrasted the number who felt that there was gender equality in career development reported by women in management within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. This was significant at $p < .05$, two tail. Figure

4.4.31 shows the distribution of responses of public and private sector employees in regard to whether they considered that there was gender equality in career development within their organisation. There was a significant difference in responses between the two sectors. For example, 50.0% of private sector employees and 83.3% of public sector employees indicated that there was equality in career development in their organisation.

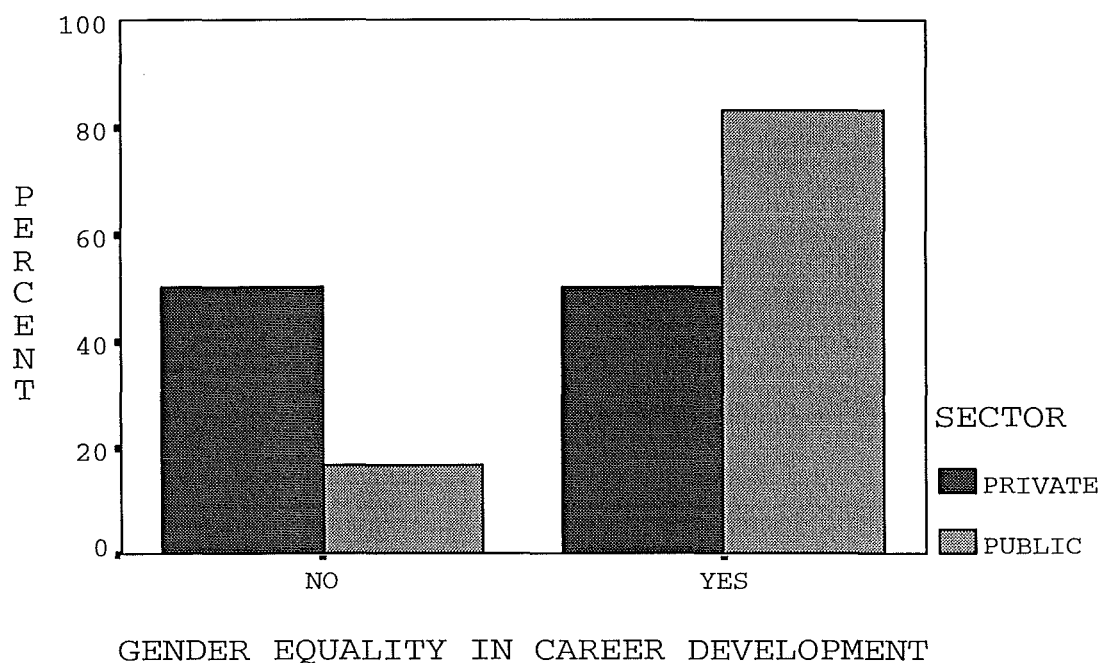


Figure 4.4.31 Crosstabulation of gender equality in career development by Sector.

4.4.32 Gender Equality in Working Conditions x Sector

This analysis contrasted the number who felt that there was gender equality in working conditions reported by women in management within private and public sector organisations. A Chi squared test was employed on the data using assigned categories. There was no significant difference in the responses of women in management positions in the public sector and women in management positions in the private sector with regard to whether they considered that there was gender equality in work conditions within their organisation.

CHAPTER FIVE

DISCUSSION

INTRODUCTION

The results of this research have provided interesting insights into the current position of Equal Employment Opportunities within public and private sector organisations in New Zealand, especially in regard to women. They highlight the huge gap between public and private sector organisations with regard to the effectiveness of the EEO policies and programmes in place within these organisations.

This discussion will be divided into five sections. The first will cover demographic and job related variables. Following this two sections will cover gender discrimination in the workplace and Equal Employment Opportunities. The limitations of the present research and suggestions for future studies will be considered. This will be followed by a general conclusion.

It is important to note at this point that the following discussion does not suggest that discrimination occurs in all organisations, nor that it is necessarily condoned or practised by all males.

5.2 DEMOGRAPHICS

According to Strachen (1987) organisations tend to replicate their current staffing profile, that is, one in which women are employed in a narrow band of occupations, at lower salary levels, with fewer career prospects and fewer employment benefits such as permanence and access to superior positions. The results from this study indicate that the public sector, through their EEO

policies and programmes, appear to be breaking down these barriers. However, within the private sector things appear slower to change.

5.2.1 Age

A major difference between the public and private sector women managers is the age distribution. A high proportion of women working in the private sector employees are young - 50% are under the age of 35 years, compared with 23.3% of public sector managers. This result may indicate that historically it was easier for a women to progress into management in public sector organisations than in the private sector.

5.2.2 Marital Status

It is interesting to note that within both sectors, many women managers were married, that is, 63% of public and 47% of private sector women managers. This finding challenges the school of thought that has proposed for many years that most women have to make a choice between marriage or a career (Summers, 1991). For example, Taub (1985) found that married women are less likely to receive promotions in fields such as management than single women. Although there was a relatively high number of women managers within both the public and private sector who are married, there was only a comparatively small percentage of women studied who had children.

5.2.3 Children

Within the private sector 37% of women managers had children. This is somewhat surprising considering that 83% of women were in, or had in the past been in some form of formal partnership, that is, married, remarried, separated, divorced or in a defacto relationship. Similarly, although to a lesser extent, within the public sector only 50% of women managers had any

children, with a high number - 77% being either married, remarried, separated, divorced or in a defacto relationship.

A 1991 survey of 102 women managers conducted by the University of Waikato found that 60% did not have children (Yarwood, Pearson & Rose, 1992). In addition, Summers (1992) in a survey of British female directors found that 43% of these women were childless. Research into women in management has shown again and again that findings such as in the present study, and those mentioned above, are in fact not at all extraordinary. The obvious reasons for this are the logistics of marriage and motherhood. The Economist (March 28, 1992) stated that women still do most of the work bringing children up. To do a demanding job and manage a family and social life simultaneously is notoriously difficult. Bartley(1993) proposed that for most women having children requires a break in their career which can often jeopardise promotion chances, being able to work unconcerned over the welfare of their children, and being able to pursue career improving study and courses. Findings such as these and those in the present study appear to lend credence to the view that organisational inflexibility toward women having children is the major obstacles preventing women from attaining senior management status.

5.2.4 Creche facilities

Although still small in overall numbers 24% of women managers employed in the public sector reported that their organisation offered creche facilities for employees children, in contrast to only 6% of women managers employed in the private sector organisations surveyed. Overseas research has shown that when child care facilities are provided employers note fewer working days lost, better time-keeping, less stress for both managers and workers and an overall improvement in industrial relations (Bartley, 1993; Freidman, 1984). The Household Labour Force Survey conducted between 1987-1993 found

that one in eight women were available for work, but were not seeking it because of lack of child care (Statistics New Zealand, 1993). Thus it is clear that lack of child care facilities and assistance is excluding a large number of women with young children from the labour market.

The considerable benefits from childcare facilities for women include being able to overcome breaks in a career which often may jeopardise promotion chances, being able to accept full-time work being able to work, unconcerned about the welfare of their children, and being able to pursue career improving study and courses. This study shows that there is still a long way to go within New Zealand organisations, especially in the private sector, toward increasing awareness of the benefits to an organisation in providing childcare facilities.

5.2.5 Parental Leave

An unexpected result was the number of women in management who indicated that their organisation did not have a Parental Leave policy (this encompasses both Maternal Leave and Paternal Leave). Under the Parental Leave and Employment Protection Act 1987 all employees are entitled to unpaid leave of up to 52 weeks before, during and after the birth or adoption of a child. It is interesting to note that 93% of public sector women managers, as opposed to only 71% of private sector women managers indicated that their organisation offered parental leave.

This finding may be linked to the fact that within the private sector only a relatively small number (37%) and to a lesser extent in the public sector (50%) of women managers have children and thus may have never come into contact, or needed to be familiar with their organisations' parental leave policy. It does however seem important that all employees are aware of their rights when considering having a child as knowledge and understanding

about the leave they are entitled to under the Parental Leave and Employment Protection Act 1987 may ease and clarify the decisions of many women to take time out to have children.

5.2.6 Job Sharing

The option of job sharing is also seen as very important, especially for many women attempting to mix a career with family and domestic responsibilities. Over half (55%) of public sector managers indicated that their organisation offered job sharing, in contrast to 32% of private sector managers.

Povall (1991) stated that although children are still a major influence on women's participation in the labour force, no longer do mothers have to stop paid work altogether because they have the option of job sharing. Job sharing is an important option for many women employees in that it enables them to return to work part-time, and therefore they are able to continue working, although on a lesser scale.

5.2.7 Conclusion

Over the past two decades statistics have shown a steady increase of women in developed countries entering into decision making and management positions, a trend which many believe will continue. Thus employers are faced with a situation that was virtually non-existent 30 years ago. That is, women in important, key positions within organisations, wishing to take time out to have or care for children.

In the present study results showed that the most common reason for women managers to take leave was to have or care for children. Rexford & Mainiero (1986) in a discussion about offering facilities such as creches, parental leave and job sharing raised an important point. Without these provisions for

employees ready to start a family, the organisation loses an employee with several years of experience who was probably beginning to make significant contributions. Further, the employee loses not only their investment, but perhaps a large measure of self-confidence.

The Economist (1992) stated that in the irritation of having to change their ways, employers should not forget to take into account the cost of turnover among employees. Part of the money invested in training those who leave to care for a family has been sacrificed, not to mention the cost of recruiting new staff and the disruption caused by staff leaving. The types of facilities mentioned above are to an organisations ultimate advantage, since they help to keep good staff and retain capital invested in good women managers. These are compelling economic arguments for the continued reform of organisational policies to improve the numbers of women moving into, and remaining in senior managerial positions.

5.3 JOB CHARACTERISTICS

There was little difference in the responses of women managers in the public and private sectors, with regard to all job characteristic variables.

5.3.1 Other management positions within their organisation

It is interesting to note that 88% of private and 90% of public sector women managers indicated that they had held other management positions within their organisation. This would appear to be largely due to the fact that the majority of women surveyed were at senior management level, and therefore would have had to have previously held some form of junior or middle management position.

5.3.2 Income

The remuneration levels between public and private sector employees surveyed were markedly similar. However, the income levels of private sector managers seemed more concentrated with 60% earning between \$60,000 - \$90,000. In contrast, private sector earnings appeared to be more spread out, for example, 31% earning over \$100,000 and 25% earning between \$40,000 - \$60,000. This seems to indicate that there is a greater consistency within the public sector in terms of income levels at management level.

5.4 DISCRIMINATION

Gender discrimination within some organisations is a universal phenomenon (Tougas & Beaton, 1993). EEO Trust Executive Director Trudy McNaught (cited in Yarwood, Pearson & Rose, 1992, p. 37) stated "Discriminatory attitudes are often the norm. While they may seem extraordinary views to women, they simply reflect the way business has always operated. If someone doesn't even aim to be a good employer they won't be distressed about discovering discriminatory practises". The results of the present study, consistent with those worldwide, continue to show that discrimination on the basis of gender, although more subtle than in the past is still occurring in some organisations (Colwill, 1982; Simpson, 1984; Simpson, McCarrey & Edwards, 1987). In spite of efforts from the public sector and some private sector organisations to improve the situation through the implementation of EEO, gender equity is still far from being realised, specifically in the private sector.

5.4.1 Discrimination in present work

This study revealed a large difference in the number of reports of experiences of discrimination by women managers in the public and private sectors. For

example, 44% of the private sector employees surveyed reported that they experienced discrimination in their present position. In contrast 20% of public sector employees reported instances of discrimination. Consistent with this a recent New Zealand study by McGregor, Thomson & Dewe (1994), found that there is still an unsatisfactory amount of discrimination against women managers in New Zealand organisations, specifically in the private sector.

5.4.2 Discrimination in Recruitment

There was a large difference in the number of women employed in the private sector (31%) as opposed to the public sector (7.0%) who reported that there was inequality in recruitment in their organisation. The high number of reports of this form of discrimination in the private sector was surprising. One private sector women manager stated,

"The general feeling among some women here is that there is a preference for new young male graduates rather than retraining existing female employees".

This result questions whether in fact the merit principle does form the basis of personnel procedures in recruitment in the private sector. As the concept of merit is central to EEO, this leads to questions about the form and existence of EEO in some private sector organisations.

5.4.2 Discrimination in Promotion

Again there was a significant gap between women managers employed in the public (7.0%) and private (28%) sector with regard to reports of discrimination in promotion procedures in their organisation. Scowcroft (1994) reported that in some New Zealand organisations there was evidence of definite barriers to women in terms of access to promotion into management and partnership levels. One private sector employee stated,

*"I feel that I have to achieve better results, before
being considered for promotion"*

Summers (1992) in a survey of women company directors found that 36% said they thought they personally had to face obstacles not faced by male colleagues. The obstacles included women having to prove themselves and work harder to achieve promotion. In addition Bogan (1991) found many women feel that most senior managers simply feel more comfortable working with younger men. This result implies that there are definite barriers within some organisations, blocking the advancement of women, especially in the private sector.

5.4.3 Discrimination in Performance appraisal

Taub (1985) proposed that if a women is competent and successful at the task, she will be judged to be deficient as a female. Conversely if she satisfies the attributes as to her femininity, she will be perceived as not doing the job. A women manager employed in the private sector stated;

*"From my involvement in personal assessments;
women are defined differently (less positively)".*

This comment illustrates a number of reported incidences of discrimination in performance appraisals, especially in the private sector. Bogan (1991) found that some women's poor performance ratings can be partially explained by the difficulty managers (usually men) have in assessing people with whom they are unfamiliar (usually women). Further, because men are usually given higher performance ratings, they have a better chance of getting to the top. This finding appears to lend support to the Social Identity Theory which proposes that males tend to evaluate other males (ingroup) more positively than females (outgroup).

5.4.4 Discrimination in lack of attention

A greater number of private sector women managers (28%) stated that they had been discriminated against, in terms of a lack of attention given to their ideas and inputs, than public sector women managers (7%). One private sector women manager made this comment;

"Because you being a different perspective and think outside the conventional male paradigms, your contribution is discounted".

5.4.5 Conclusion

It was surprising to see the consistency with which higher number of women managers employed in the private sector reported experiencing various forms of discrimination. Reports of discrimination from the public sector were significantly less frequent.

The finding paints a positive picture for EEO in the public sector. It appears that the low number of reports of discrimination across all forms indicates that the EEO policies and programmes in place in this sector appear to be working well in breaking down discrimination. However, the reports from private sector women managers were far less encouraging. The relatively high levels of discrimination in promotion, recruitment, performance appraisals and in lack of attention given to their ideas and inputs seriously questions whether the EEO policies and programmes in place at present in the private sector are working.

The problem appears to come down to the lack of legislative compulsion in this sector. Results from the public sector indicate that legislation appears to be producing results, in terms of reducing discrimination at all levels. This has implications for executive and senior management in private sector

organisations in terms of their commitment to EEO in the absence of compelling legislation.

Another important point which should not be missed is that if this is the current level of discrimination in those private sector organisations with an EEO policy and programmes, what is happening in those organisations with no facilities for accountability in terms of EEO policies and programmes?

5.5 EQUAL EMPLOYMENT OPPORTUNITIES

Undoubtedly there is a disparity between public and private sectors with regard to the implementation and success of EEO programmes. With the repeal of the Employment Equity Act, private sector organisations are no longer legally obliged to have either a written policy or program pertaining to equal employment opportunity. Public organisations are still required, under the State Sector Act 1988, to implement and monitor an EEO programme. The results of this study appear to indicate that the lack of legislation within the private sector, at this stage, is creating a gap between public and private sector organisations with regard to equality of opportunity in all aspects of employment.

5.5.1 What managers had heard about EEO

It was encouraging to see that all of the women managers surveyed had heard about EEO, considering that all of the organisations surveyed had an EEO policy and programme.

5.5.2 EEO in your organisation

There were two subjects who indicated that their organisation did not have an EEO policy or programmes. This was disturbing as all companies surveyed did have an EEO policy, and the women surveyed were at senior management level and should have been well aware of the fact their organisation had an EEO policy.

5.5.3 Current EEO Co-ordinator

Many organisations make only a half hearted commitment to EEO and this is often reflected in the appointment of someone in personnel to look after EEO as an adjunct to his or her main job, or the lack of an EEO Co-ordinator altogether. The large difference between the two sectors with regard to the present employment of a full or part time EEO Co-ordinator appears to reflect the difference in the development and accountability of the EEO policies and programmes in the public and private sectors. The commitment to EEO has to extend throughout the organisation: one person cannot implement the policy.

5.5.4 Management given EEO training

The huge disparity between the public and private sector with regard to management training on EEO was surprising. Within the public sector a high proportion of women managers (86%) indicated that their organisation provided EEO training. In sharp contrast there were very few private sector women managers who indicated that their organisation provided this type of training (29%). The specific training of managers on EEO aspects indicates a commitment to the implementation, and more importantly impacts on the success of EEO. Further, it appears to indicate a commitment by those at

senior management level, which is the area which is pivotal to a successful EEO policy and programmes.

5.5.5 Staff given training on EEO

As with the variable above, there was a huge difference in the number of public and private sector organisations who provided training on EEO, to all staff. Only 19% of women managers employed in the private sector reported that all staff were provided with education training on EEO, compared to 79% of women managers in the public sector.

As with management it is as important to educate general staff on EEO and its purpose within each organisation, to correct misplaced beliefs about EEO. This helps to prevent possible bad feeling among general staff who may think that many women are recruited or promoted only because of their gender and not due to their own merit. Such beliefs as this among staff can lead to negative feelings and consequences for all, thus the role and purpose of EEO must be made clear to all staff, as well as to management.

5.5.6 EEO Courses done

There was only a slight difference in the number of women employed across both sectors who had completed course/s related to EEO. However, there was a large number (42%) of women managers employed in the private sector who had not completed any of the EEO related courses. It appears that with courses probably included in general managerial training that there was little difference between the two sectors. However with the specific EEO related education the difference between the two sectors emerged.

5.5.7 Valuing Diversity Courses

Across the public (6%) and private (24%) sectors although there was a large difference in the number of women managers who have completed a valuing diversity course, but numbers across both sectors were relatively low. It appears that a specific course such as this still carries a relatively low priority among both organisations, more specifically the private sector.

5.5.8 Performance appraisal Courses

A significantly greater number of women managers working in the public sector (42%) had attended courses aimed at teaching fair and appropriate employee evaluation techniques, than private sector employees (17%). The provision for courses on appropriate performance appraisal techniques is an important part of EEO, as it helps to prevent any gender based discrimination entering into and impinging upon the performance appraisal of any employee.

This result may be linked to the finding in 5.3.3, where a greater number of private sector women managers reported being discriminated against when being evaluated on their performance. Therefore it appears that the greater number of women managers, and likely male managers, attending performance appraisal courses in the public sector may have at least partially led to the low incidence in reports of discrimination in performance appraisal in this sector (7.0%).

5.5.9 Female present at interviews

Only 17% of women managers employed in the private sector reported that their organisation had a policy where all interview panels were required to contain at least one woman, in contrast to 87% of public sector managers.

One private sector employee stated;

"We don't have interview panels. Each manager recruiting is responsible for the process".

Given the present day situation, where the majority of managers are male, especially considering the level discrimination reported previously in the present study by women managers working the private sector, this is a concern that needs to be addressed.

5.5.10 Assigned Mentor

Although overall numbers were very low, there was a greater proportion of private sector managers (28%), contrasted to public sector managers (7%), who reported having had a mentor. It is difficult to explain the reverse in trend with this variable. It is interesting to note however, that 90% of the mentors reported were male. It appears that, within the public sector at least EEO does not encourage the adopting of mentors, alternatively this could indicate a lack of felt need by public sector employees to have a mentor. The reason why almost all of the mentors were male is unclear, however, it could be due to the fact that the majority of individuals in senior positions in organisations today, are male.

5.5.11 Goal of EEO

Women managers from both sectors were positive toward the goal of EEO with 94% of private and 90% of public sector women managers agreeing or strongly agreeing with this statement. This is encouraging as it implies the vast majority of women surveyed see EEO in a positive light and they do not appear to confuse it with any notions of AA.

5.5.12 EEO is good business

Similarly most public and private sector women managers agreed with the statement that EEO was good business practise because of the benefits of drawing employees from the largest pool of skilled people. Again, it was encouraging to see the number of women who strongly agreed with this statement. It is important that all organisations and employees realise that EEO is not merely a lame social policy, but in fact is an excellent business tool which has benefits for all.

5.5.13 EEO in present organisation wholehearted

This was an important question for the present study because it asked one of the groups EEO aims at assisting, women, to report how they saw the commitment of their organisation to EEO. In a trend which is consistent in this study, the public sector employees reported their organisation more favourably than the private sector employees. Almost 70% of public sector and only 44% of private sector women managers felt that their organisation showed a commitment to the implementation and monitoring of EEO policies and programmes.

This result raises serious questions about the attitudes of senior management in the private sector towards equal employment opportunity. What is alarming is that senior management is responsible for setting future organisational priorities. If a lack of commitment exists toward EEO from within senior management then it is unlikely that EEO will be extended beyond merely 'window dressing'.

5.5.14 Ongoing monitoring of EEO

One of the keys to successful EEO is the ongoing monitoring of its progress. By observing and recording the performance of EEO policy and programmes, an organisation is able to identify any weaknesses and make changes in an attempt to achieve better results. The data from this study reveal a lack of adequate monitoring of EEO policies and programmes, most notably in the private sector. Only 30% of private sector women managers reporting that there is ongoing monitoring of their organisations EEO policies and programmes. This is in contrast to 90% of public sector managers who reported that there was ongoing monitoring of EEO in their organisation.

5.5.15 EEO helped me

A large proportion of private sector employees (61%) disagreed that their organisations' EEO had assisted in getting them where they are today, by helping to remove any discrimination in their organisation. Thus many private sector women managers may have seen little evidence of EEO or any of its benefits, and therefore would not judge that their organisations EEO had assisted them in any way. One private sector manager commented;

"EEO has played no role in my career development, either positively or negatively".

In contrast, only 30% of public sector women managers disagreed with the same statement. This smaller number therefore may be attributable to what appears to be a more viable successful EEO policy and programmes in most of the public sector organisations surveyed. A public sector manager commented;

"What has helped me to get on has not been so much removal of discrimination but the opportunity I have received to get career development training".

This result indicates that within the public sector there are visible signs that EEO is working for those employed in this sector. However, in the private sector the feeling appears to be that EEO has done little to help.

5.5.16 EEO helped others

A significantly greater number of private sector employees (73%) in contrast to public sector employees (48%) reported that they thought that EEO had helped others in their organisation. It is likely that the reasons for this trend may be similar to those reported in 5.4.15 above.

5.5.17 EEO should be voluntary in the private sector

This question was aimed at establishing the feelings of public and private sector women managers toward the voluntary nature of EEO in the private sector. There was a large difference between the two sectors in the opinions of the women managers about this issue. However, it is interesting to note that almost half (48%) of the private sector and 83% of public sector employees surveyed indicated that they strongly disagreed or disagreed that EEO should be voluntary within the private sector. These are some of the comments made by private sector managers;

"The private sector largely ignores EEO and legislation is required to ensure its compliance".

"Nobody wore seat belts until they had to by law, since legislation our behaviour and now finally our attitudes towards them have changed. The same should occur with compulsory EEO legislation - behaviour and then attitudes will change".

"It should be compulsory for all organisations to have EEO policies and commitment to them should be mandatory. That does not mean that we employ 'token' women, other races etc".

These comments reflect the feeling that the voluntary nature of EEO in the private sector is not satisfactory in the eyes and experiences of many of the women managers surveyed.

5.5.18 EEO should be compulsory in the Public sector

Again, although there was a significant difference between the opinions of the women in the two sectors, there was a marked preference by both groups for EEO being compulsory in the public sector. It is important to note the high proportion of public sector employees (93%) who were strongly in favour of EEO being compulsory in the public sector, as well as a relatively high number (62%) of private sector employees. This lends support to the success of compulsory EEO in the public sector, from within the sector as well as from outside. One public sector manager commented;

"Compulsion makes people kick and scream - but it achieves results. It forced the public sector to address EEO issues and now much of that early practise is mainstreamed. If it hadn't been for the State Services Act it would have been much slower, much more difficult".

5.5.19 EEO should include Preferential Treatment

There was no significant difference in the opinions of the two groups with regard to the issue of preferential treatment. The opinion across the board appears to be to disagree with the introduction of preferential treatment in

EEO policies and in their organisation. These opinions mirror those found the overseas studies which show that most women are opposed to any form of preferential treatment due to the fact that it undermines and questions their ability and competence at any promotion or recruitment (Tougas & Veilleux, 1989; Veilleux & Tougas, 1989).

The lack of support from almost all of the women surveyed lends support to the Liberal perspective on EEO, which disagrees with preferential treatment and proposes that all individuals in an organisation should be treated equally. This finding also lends support to the 'merit' principle, which is the basis of EEO policy in New Zealand organisations.

5.5.20 Conclusion

The results of this study are consistent with McGreger, Thomson and Dewe (1994) who found that the private sector lags behind the public sector in New Zealand in the development of EEO initiatives, which appears to be a consequence of the absence of compelling legislation. Without any legislative requirement within the private sector, there is no immediate pressure on these organisations to follow through with their programme. Therefore it comes down to organisational ~~an~~ priorities and how important each organisation sees EEO is to their success. EEO is not just a statement, but involves an action based long term commitment to change. This involves education, courses and training as well as the commitment of all senior staff in the form of monitoring and evaluation of their policies and programmes in order to ensure continued directional progress.

It is important therefore to consider why there is such a lack of commitment to the successful implementation and monitoring of EEO, specifically in the private sector. Perhaps the most significant reason concerns the way in which senior management may be threatened by the concept of EEO. If the purpose

of EEO is to break down discriminatory barriers and make management more accessible to those women with appropriate qualifications, this threatens positions which may be traditionally filled by men.

It appears the EEO policies and programmes in place in many private sector organisations in New Zealand are implemented in a half-hearted manner and are demonstrative of what all proponents of EEO are trying desperately to avoid, that is, 'tokenism' or 'window dressing'. This is when an organisation implements a policy without any real time and attention invested in order to see results.

From a theoretical perspective the results from this study appear to show support for the Liberal Feminist perspective on EEO. The high number of women surveyed who do not support the introduction of preferential treatment into EEO policies and programmes in New Zealand appears to demonstrate that the introduction of EEO based on a Radical Feminist perspective would not be supported by many women in organisations. Further, the apparent success of EEO in public sector organisations in place at present, which have a broad Liberal Feminist approach, indicates that this approach is working for organisations in New Zealand.

5.6 LIMITATIONS OF THIS RESEARCH AND RECOMMENDATIONS

Certain limitations exist in this research that need to be highlighted. The first of these relates to the sample itself. This research was restricted to the Wellington and Auckland areas, due to the fact that these areas held the bulk of Government departments and head offices of the organisations surveyed. Within these two areas the total sample consisted of 57 organisations. This can not be considered a representative sample of New Zealand organisations as a whole. However the sample size was severely restricted by firstly, the number of organisations who had women in senior management positions

and, in addition to this, there was only a limited number of private sector organisations with an EEO policy. Further problems were encountered due to the recent Privacy Act, which made it difficult to obtain information with regard to whether an organisation had any women in management and the name or titles of these women.

Secondly, this study looks at only one of the groups EEO in New Zealand is targeted toward, women. Therefore this study does not create a complete picture of how EEO is working in New Zealand organisations. To do this investigations must be carried out on the other groups that EEO is targeted toward, that is, ethnic minorities and individuals with disabilities, in order to gain a complete picture of the present state of EEO in New Zealand.

Finally the results from the private sector organisations surveyed showed a relatively high level of reports of discrimination in various forms. If this result comes from private sector organisations with an EEO policy and programmes, future studies would benefit from looking at the levels of discrimination in those private sector organisations without an EEO policy.

CHAPTER SIX

SUMMARY

The aim of this study was to look at the progress of Equal Employment Opportunities in the public and private sectors in New Zealand, with regard to women. This was done by asking women managers to comment on the level of discrimination in their organisation as well as to report on their organisations' EEO policies and programmes. There were large differences between public and private sector organisations in terms of both levels of discrimination and their EEO policies and programmes. Results from the private sector indicate that there is a serious mismanagement of EEO occurring in most organisations within this sector.

The present government's economic stance of minimal state intervention into the labour market lead to the introduction of voluntary EEO in the private sector. However, an increasing gap has emerged between the public and private sectors with regard to levels of discrimination and the commitment of senior management to EEO. This in turn has lead to inequality in employment opportunity between these two sectors. It appears that individuals employed in the private sector are in themselves being disadvantaged by not receiving the same benefits that EEO is delivering the public sector in New Zealand.

The lack of commitment and negative attitudes of many senior management will continue to hinder the development of EEO in the private sector. This is not to suggest that all EEO programmes are inadequate as results from this study indicate promising advancements in the public sector. It is difficult to see how the situation will change in the private sector without any compulsive legislation. Further it is likely that the present situation may

continue, given the lack of legislation and what appears to be the low priority assigned to EEO by most private sector organisations.

Finally, given that the number of women in the workforce is continually increasing in New Zealand those organisations who are slow to recognise this, may be eventually forced to adjust their organisational practises accordingly.

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Appendix A

COPY OF THE RESEARCH QUESTIONNAIRE

EQUAL EMPLOYMENT OPPORTUNITIES

S U R V E Y

INFORMATION

You are invited to participate in the research project "Equal Employment Opportunities: A comparison between the public and private sector organisations and its success especially in regard to women'.

The aim of this project is to assess the success and efficacy of EEO policies and programmes in New Zealand public sector organisations and those private sector organisations with an EEO policy.

Your involvement in this project will involve the completion of the questionnaire attached and returning it in the envelope provided.

The results of the project may be published. However, you may be assured of the complete confidentiality of data gathered in this investigation. The identity of participants in this project is protected due to the anonymity of the questionnaire and no details will be included that could lead to the identity of those women who have completed the questionnaire.

You may withdraw your participation at any time, including withdrawal of any information you have provided. By completing the questionnaire, however, it will be understood that you have consented to participate in the project, and that you consent to publication of the results of the project with the understanding that anonymity will be preserved.

The project is being carried out under the supervision of Dr Clare Lange, who can be contacted at (03) 366 7001 ext. 7177. She will be pleased to discuss any concerns you may have about participation in this project.

This project has been review and approved by the University of Canterbury Human Ethics Committee.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) QUESTIONNAIRE

In order to assess how the EEO programmes presently in place within organisations in New Zealand are working, it is necessary to gain information from you and other women.

The questionnaire is ANONYMOUS, as individuals cannot not be identified. I am interested in a general view. To obtain this I need accurate replies to the questions.

I recognise that due to the nature of your position you no doubt have a busy schedule, but I would be very grateful if you could take the time to complete this questionnaire (approximately 20 minutes) and return it to me in the envelope provided by the 25 JUNE 1994.

Your answers to the following questions will be of great help in attempting to establish a true picture of what is happening inside organisations today.

C M. LOVE
Researcher

QUESTIONNAIRE

Please TICK THE APPROPRIATE SPACE, for example (☒)

1) **Age** To which age group do you belong? (Please tick)

- | | |
|-------------|------------------------------|
| 15-20 years | (<input type="checkbox"/>) |
| 21-25 years | (<input type="checkbox"/>) |
| 26-30 years | (<input type="checkbox"/>) |
| 31-35 years | (<input type="checkbox"/>) |
| 36-40 years | (<input type="checkbox"/>) |
| 41-45 years | (<input type="checkbox"/>) |
| 46-50 years | (<input type="checkbox"/>) |
| 51-60 years | (<input type="checkbox"/>) |
| 60+ years | (<input type="checkbox"/>) |

2) **Status** What is your present status? (Please tick)

- | | |
|-------------|------------------------------|
| Single | (<input type="checkbox"/>) |
| Married | (<input type="checkbox"/>) |
| Remarried | (<input type="checkbox"/>) |
| Separated | (<input type="checkbox"/>) |
| Divorced | (<input type="checkbox"/>) |
| Widowed | (<input type="checkbox"/>) |
| Other _____ | |

3) **Children**

A) Do you have any children, if so please indicate in the space provided below how many (Please tick)

No (<input type="checkbox"/>)	Yes(<input type="checkbox"/>)
	_____ children

B) If you do have dependant children, do you have sole or main responsibility for the daily care of dependants living at home (Please tick)

- | | |
|------------------|------------------------------|
| Yes | (<input type="checkbox"/>) |
| No | (<input type="checkbox"/>) |
| These are shared | (<input type="checkbox"/>) |
| Does not apply | (<input type="checkbox"/>) |

C) Please indicate if the organisation you are employed by offers any of the facilities shown below (Please tick)

Creche facilities	()
Assistance with	
day care costs	()
Maternity leave	()
Parental leave	()
Job sharing	()
Other _____	

4) Are you presently employed by a public or a private sector organisation? (Please tick)

Public	()
Private	()

5)

A) How many years in total have you been employed by the organisation you are currently working for, in a management role? (Please tick)

6 months	()
1 year	()
1 1/2 years	()
2 years	()
2 1/2 years	()
3 years	()
3 1/2 years	()
4 years	()
4 1/2 years	()
5 years	()
5 1/2 years	()
6+ years	()

B) Have you held any previous management positions for organisation/s other than the one you are presently employed by? (Please tick)

No	()
Yes	()

C) Please indicate for each previous management position you have held, the number of years in each position, and whether it was for a public or private sector organisation

No. Years	Public/Private
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____

D) Did you enter your present management position through internal promotion within your organisation, or did you enter the company at management level? (Please tick)

Through internal promotion ()
Entered at management ()

E) Was the position you held immediately prior to this one at a management level?

Yes ()
No ()

6) **Title and Responsibility** Please indicate in the spaces provided below your current title, and if applicable, what area of your organisation you are responsible for (e.g.. Human Resources, Finance, Marketing)

Title _____
Area of Responsibility _____

7) **Hours of Employment**

A) Please indicate whether you are a full-time or a part-time worker (Please tick)

Part-time ()
Full-time ()

B) Are you a temporary or permanent worker? (Please tick)

Temporary ()
Permanent ()

8) **Income** What will be your total income (from your present position only) before tax for the year ending 31 March, 1995? (Please tick)

- | | |
|---------------------|-----|
| \$20,000 or less | () |
| \$20,001- \$30,000 | () |
| \$30,001- \$40,000 | () |
| \$40,001- \$50,000 | () |
| \$50,001- \$60,000 | () |
| \$60,001- \$70,000 | () |
| \$70,001- \$80,000 | () |
| \$80,001- \$90,000 | () |
| \$90,001-\$100,000 | () |
| \$100,001-\$110,000 | () |
| \$110,001+ | () |

9) **Leave** Some people have worked continuously throughout their lives, while others have taken breaks for various reasons.

A) Have you ever taken one or more breaks for three months or more? (Please tick)

Yes ()

No () Go to Q10

B) If yes, why? (Please tick)

- | | |
|---------------------------|-----|
| Travel | () |
| Study | () |
| Illness | () |
| Pursue a hobby | () |
| Have or care for children | () |
| Family responsibilities | () |
| Other _____ | |

C) What was the total time spent in all of these breaks? (Please tick)

- | | |
|--------------------|-----|
| Less than 3 months | () |
| 3-6 months | () |
| 7-12 months | () |
| 12 months-2 years | () |
| 2-5 years | () |
| More than 5 years | () |

10) **Discrimination** This question looks at things that either interfere with your work, or make it unpleasant for you. Some people feel that in the course of their life they have been discriminated against because THEY ARE A WOMAN.

Please add any comments you wish to make in the spaces provided.

A) Do you think you think that you have been discriminated against on the basis of gender in your present work situation? (Please tick)

Yes ()
No ()

B) If yes, please indicate in the spaces provided below in what way you think that you have been discriminated against.

Recruitment ()
Promotion ()
Performance evaluation ()
Lack of attention given
to your inputs and ideas ()
Other _____

Comment: _____

C) Have you **HEARD ABOUT** examples of gender based discrimination in your workplace? (Please tick)

Yes ()
No ()

D) If yes, could you briefly comment on this?

E) Have you actually **SEEN** examples of gender based discrimination in your workplace? (Please tick)

Yes ()
No ()

F) If yes, could you briefly comment on this?

G) Do you feel uncomfortable working with certain groups of associates within your organisation? (Please tick)

Yes ()
No () Go to Q11

H) If yes, could you briefly expand further?

I) Have you ever felt that you have not been able to perform to the best of your ability due to negative or adverse influences of superiors? (Please tick)

Yes ()
No () Go to Q11

J) If yes, could you briefly expand further?

11) **Equal Employment Opportunities (EEO)**

A) Have you heard about EEO? (Please tick)

Yes ()
No ()

12) Does the organisation whom you are currently employed by have an Equal Employment Opportunities Policy?

Yes ()
No () Go to pg.17

13) **EEO Co-Ordinator**

A) Does the organisation you work for currently employ an EEO co-ordinator?

Yes ()
No ()

B) Has your organisation employed an EEO Co-ordinator in the past?

Yes ()
No () Go to Q14

C) Is/Was the EEO co-ordinator's position full-time, part-time, or is part of the role of a member of management who already has a full-time position? (Please tick)

Full-time ()
Part-time ()
Part of ()

14) At management levels within your organisation is there any form of training given on EEO, both in regard to understanding of your organisations EEO policy and outlining management's responsibilities. (Please tick).

Yes ()
No ()

15) Does your organisation have a policy of educating all its staff on EEO, through training programmes. (Please tick).

Yes ()
No ()

16) In the time that you have held your present position has your organisation encouraged you to take any of the following courses, as part of their EEO programmes. (Please tick)

Career development ()
Valuing diversity ()
Assertiveness ()
Recruitment ()
Performance evaluation ()
Job evaluation ()
EEO awareness ()

17) To your knowledge does your organisation have a policy of having a woman member of staff present on all interview panels? (Please tick)

Yes ()
No ()

18)

A) Have you at any stage while being employed by the organisation you are currently working for been assigned a mentor? (Please tick)

Yes

()

No

() Go to Q19

B) Was your mentor male or female? (Please tick)

Female

()

Male

()

C) When you were first assigned a mentor what type of position did you hold? (Please tick)

Senior Management

()

Middle Management

()

Junior Management

()

Other

In the following questions you will be asked to express as accurately and honestly as possible your own opinions/attitudes towards Equal Employment Opportunities, as well as toward the Equal Employment Opportunities policies and programmes currently in place in the organisation by which you are employed.

These questions refer **ONLY** to your present position and **DO NOT** apply to other work experiences - unless otherwise stated.

Please add any comments you wish to make in the spaces provided.

USE the following scale as a measure of how much you agree or disagree with each statement in turn.

1	2	3	4	5
_____	_____	_____	_____	_____
agree strongly	agree	neutral	disagree	disagree strongly

PLEASE CIRCLE YOUR RESPONSE

Example:

Question: In the organisation I work for men are often discriminated against

1	2	3	4	5
_____	_____	_____	_____	_____

In this case the person has circled the 4, which shows he/she disagrees with the statement.

19) The goal of an Equal Employment Opportunity Programme is to ensure that for any given position the best available person for the job gets the job regardless of their gender, race, religion, disability or any other irrelevant factor. To what extent do you agree or disagree with the EEO goal?

1	2	3	4	5

Comment: _____

20) EEO is good business practice because it enables organisations to draw their employees from the largest pool of skilled people and the company can therefore expect higher productivity and lower turnover costs.

1	2	3	4	5

Comment: _____

21) In the organisation I am presently employed by the individuals in management, at all levels, show a whole-hearted commitment to the implementation and monitoring of EEO policies and programmes.

1	2	3	4	5

Comment: _____

22) There is ongoing monitoring and assessment of our company's EEO policies and programmes to ensure their continued success.

1	2	3	4	5

Comment: _____

23) In the organisation I work for all employees have equal access to training programmes, regardless of gender.

1	2	3	4	5

Comment: _____

24) EEO has assisted in getting me where I am today by helping to remove any gender based discrimination that may have existed in my work environment.

1	2	3	4	5

Comment: _____

25) In the organisation I work for I see our EEO policies and programmes assisting other women to achieve their own goals by ensuring all potential employees are considered for the role of their choice, and all employees are given the opportunity to perform to their maximum.

1	2	3	4	5

Comment: _____

26) In New Zealand at present the implementation and monitoring of EEO policies and programmes in the private sector organisations is entirely voluntary. This is due to the present government's belief that tampering with the processes of the free market will promote inefficiencies, and will ultimately lead to a reduced income for all, including women.

A) I believe this is the case and therefore EEO policies should be voluntary in private sector organisations in New Zealand.

1	2	3	4	5

Comment: _____

In contrast, the State Sector Act (1988) specifies that all State employers must have an EEO programmes designed to eliminate barriers to the advancement of women, minority ethnic groups and people with disabilities.

B) I believe that EEO policies and programmes should be compulsory in public sector organisations in New Zealand.

1	2	3	4	5

Comment: _____

27) In the time I have held my present position I have noticed, with the introduction of EEO in our company, that there have been increases in the number of women in management and supervisory positions.

1	2	3	4	5
_____	_____	_____	_____	_____

Comment: _____

28) EEO policies in New Zealand should also include a system of 'preferential treatment' where temporary employment practices and policies are designed to increase the representation of women. For instance, where women candidates are given preference over men, provided they have the same qualifications.

1	2	3	4	5
_____	_____	_____	_____	_____

Comment: _____

29) In your own opinion do you see gender equality in the following areas of your organisation

A) Recruitment	Yes ()	No ()
B) Career Development	Yes ()	No ()
C) Work conditions	Yes ()	No ()

30) Have you any further comments to make?

THANK YOU FOR YOUR PARTICIPATION IN THIS QUESTIONNAIRE. YOUR ANSWERS ARE ALL VERY VALUABLE AND I APPRECIATE THE TIME YOU HAVE TAKEN OUT. I HOPE THAT YOUR RESPONSES WILL HELP TO CREATE A MORE ACCURATE PICTURE OF HOW EEO POLICIES AND PROGRAMMES ARE WORKING IN ORGANISATIONS IN NEW ZEALAND TODAY.

IF YOU WOULD LIKE TO CONTACT ME FOR ANY ADDITIONAL INFORMATION OR ARE INTERESTED IN THE RESULTS OF MY RESEARCH, PLEASE FEEL FREE TO DO SO:

**Claire Love
C/- Department of Psychology
University of Canterbury
Private Bag 4800
Christchurch**

**Ph (03)366-7001
Fax (03)364-2181**

Appendix B

COPY OF THE LETTER SENT TO PRIVATE SECTOR HUMAN RESOURCES MANAGERS



Department of Psychology

University of Canterbury Private Bag 4800
Christchurch New Zealand
Telephone: 03-366 7001
Fax: 03-364 2181

7 June 1994

Ms C Love
Department of Psychology
University of Canterbury
Private Bag 4800
CHRISTCHURCH

Dear Sir/Madam

I am a research student at the University of Canterbury currently writing a thesis on: 'Equal Employment Opportunities: A comparison between public and private sector organisations and its success and especially in regard to women'. More specifically I intend to survey women in senior and middle management positions. However, due to the Privacy Act I have been unable to openly access the names of women within your organisation, in these sorts of positions.

Thus I have enclosed three questionnaires in the hope that you may be able to forward these randomly to up to three women in your organisation in management roles. I realise that you no doubt are very busy but in order for me to carry out this research I am completely reliant on you to distribute these questionnaires within your organisation.

Please feel free to look through the questionnaire, if you wish. As you will see all responses will be totally anonymous and confidential, so that in no way can any one person or organisation be identified.

Thank you very much for your assistance, if you have any questions or queries you can contact my supervisor Dr Clare Lange or myself at Ph (03) 366 7001 ext. 7177.

Yours faithfully

Claire Love

Appendix C

FREQUENCY TABLES FROM QUESTIONNAIRE RESPONSES

Age	PRIVATE		PUBLIC		Total (%)
	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	
26-30	5	8.1			8.1
31-35	11	17.7	7	11.3	29
36-40	7	11.3	5	8.1	19.4
41-45	3	4.8	10	16.1	21
46-50	4	6.5	4	6.5	12.9
51-60	2	3.2	4	6.5	9.7
TOTAL	32	51.6	30	48.4	100.00

Table F.1. Frequency of Age by employment sector

Status	PRIVATE		PUBLIC		Total (%)
	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	
Single	5	8.3	7	11.7	20.0
Married	19	31.7	14	23.3	55
Remarried	1	1.7	3	5	6.7
Separated	1	1.7	2	3.3	5
Divorced	2	3.3	2	3.3	6.7
defacto	2	3.3	1	1.7	5
Partnership			1	1.7	1.7
Missing 2					
TOTAL	30	50	30	50	100.00

Table F.2. Frequency of Status by employment sector

No. children	PRIVATE		PUBLIC		Total (%)
	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	
None	20	32.3	15	24.2	56.5
One	4	6.5	5	8.1	14.5
Two	7	11.3	7	11.3	22.6
Three	1	1.6	1	1.6	3.2
Four			2	3.2	3.2
TOTAL	32	51.6	30	48.4	100.00

Table F.3. Frequency of Number of children by employment sector

	PRIVATE		PUBLIC		
Respon. children	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	2	3.2	3	4.8	8.1
Yes	2	3.2	1	1.6	4.8
Shared	5	8.1	10	16.1	24.2
Doesn't apply	23	37.1	16	25.8	62.9
TOTAL	32	51.6	30	48.4	100.00

Table F.4. Frequency of Responsibility for children by employment sector

	PRIVATE		PUBLIC		
Facilities	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	2	3.3			3.3
Yes	29	48.3	29	48.3	96.7
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.5. Frequency of Facilities by employment sector

	PRIVATE		PUBLIC		
Creche	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	48.3	22	36.7	85.0
Yes	2	3.3	7	11.7	15.0
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.6. Frequency of Creche facilities by employment sector

	PRIVATE		PUBLIC		
Care costs	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	30	50.0	25	41.7	91.7
Yes	1	1.7	4	6.7	8.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.7. Frequency of Assistance with childcare cost by employment sector

	PRIVATE		PUBLIC		
Parental leave	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	9	15	2	3.3	18.3
Yes	22	36.7	27	45	81.7
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.8. Frequency of Parental Leave by employment sector

	PRIVATE		PUBLIC		
Job sharing	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	21	35	13	21.7	56.7
Yes	10	16.7	16	26.7	43.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.9. Frequency of Job sharing by employment sector

	PRIVATE		PUBLIC		
Flexible hours	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	49.2	25	42.4	91.5
Yes	2	3.4	3	5.1	8.5
Missing 3					
TOTAL	31	52.5	28	47.5	100.00

Table F.9. Frequency of Flexible hours by employment sector

	PRIVATE		PUBLIC		
No. years	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
6 months	3	4.8	3	4.8	9.7
1 year			2	3.2	3.2
1 1/2 years	3	4.8	2	3.2	8.1
2 years	2	3.2			3.2
2 1/2 years	2	3.2	4	6.5	9.7
3 years	1	1.6	3	4.8	6.5
3 1/2 years	1	1.6	3	4.8	6.5
4 years	4	6.5			6.5
4 1/2 years	1	1.6			1.6
5 years	3	4.8	4	6.5	11.3
5 1/5 years	1	1.6			1.6
6 + years	11	17.7	8	12.9	30.6
Missing 1					
TOTAL	32	51.7	29	48.3	100.00

Table F.10. Frequency of number of years by employment sector

	PRIVATE		PUBLIC		
Previous position	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	17	27.9	10	16.4	44.3
Yes	15	24.6	19	31.1	55.7
Missing 1					
TOTAL	32	52.5	29	47.5	100.00

Table F.11. Frequency of Previous position by employment sector

	PRIVATE		PUBLIC		
Entered internal	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	11	29.7	16	43.2	73.0
Yes	6	16.2	4	10.8	27.0
Missing 25					
TOTAL	17	45.9	20	54.1	100.00

Table F.12. Frequency of entered present position through internal promotion by employment sector

	PRIVATE		PUBLIC		
Prior management	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	2	5.4	2	5.4	10.8
Yes	15	40.5	18	48.6	89.2
Missing 25					
TOTAL	17	45.9	20	54.1	100.00

Table F.12. Frequency of Prior management position by employment sector

	PRIVATE		PUBLIC		
Income (NZ\$)	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
40- 50,000	5	8.1	2	3.2	11.3
50- 60,000	3	4.8	1	1.6	6.5
60- 70,000	4	6.5	7	11.3	17.7
70- 80,000	3	4.8	5	8.1	12.9
80- 90,000	5	8.1	6	9.7	17.7
90-100,000	2	3.2	3	4.8	8.1
100-110,000	4	6.5	3	4.8	11.3
110,000+	6	9.7	3	4.8	14.5
TOTAL	32	51.6	30	48.4	100.00

Table F.13. Frequency of Income by employment sector

	PRIVATE		PUBLIC		
Leave taken	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	15	24.2	12	19.4	43.5
Yes	17	27.4	18	29.0	56.5
TOTAL	32	51.6	36	48.4	100.00

Table F.14. Frequency of Leave taken by employment sector

	PRIVATE		PUBLIC		
Reason leave	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Travel	7	20.0	6	17.1	37.1
Study			1	2.9	2.9
Have/care kids	10	28.6	11	31.4	60.00
Missing 27					
TOTAL	17	48.6	18	51.4	100.00

Table F.15. Frequency of reason for leave by employment sector

y	PRIVATE		PUBLIC		
Time leave	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
less 3 months	1	2.9			2.9
3-6 months	3	8.6	3	8.6	17.1
7-12 months	4	11.4	4	11.4	22.9
1-2 years	3	8.6	3	8.6	17.1
2-5 years	3	8.6	6	17.1	25.7
More 5 years	3	8.6	2	5.7	14.3
Missing 27					
TOTAL	17	48.6	18	51.4	100.00

Table F.16. Frequency of time taken on leave by employment sector

	PRIVATE		PUBLIC		
Discrimination	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	18	29	24	38.7	67.7
Yes	14	22.6	6	9.7	32.3
TOTAL	32	51.6	30	48.4	100.00

Table F.17. Frequency of discrimination at present organisation by employment sector

	PRIVATE		PUBLIC		
Discrim. recruitmt	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	10	16.4	2	3.3	19.7
Yes	22	36.1	27	44.3	80.3
TOTAL	32	52.5	29	47.5	100.00

Table F.18. Frequency of discrimination in recruitment procedures by employment sector

	PRIVATE		PUBLIC		
Discrim promotn	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	23	37.1	28	45.2	82.3
Yes	9	14.5	2	3.2	17.7
TOTAL	32	51.6	30	48.4	100.00

Table F.19. Frequency of discrimination in promotion procedures by employment sector

	PRIVATE		PUBLIC		
Discrim perform		Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	25	40.3	28	45.2	85.5
Yes	7	11.3	2	3.2	14.5
TOTAL	32	51.6	30	48.4	100.00

Table F.20. Frequency of discrimination in performance evaluation procedures by employment sector

	PRIVATE		PUBLIC		
Discrim attention	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	23	37.1	28	45.2	82.3
Yes	9	14.5	2	3.2	17.7
TOTAL	32	51.6	30	48.4	100.00

Table F.21. Frequency of discrimination in lack of attention given to ideas by employment sector

	PRIVATE		PUBLIC		
Heard discrim	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	22	37.9	16	27.6	65.5
Yes	10	17.2	10	17.2	34.5
Missing 4					
TOTAL	32	55.2	26	44.8	100.00

Table F.22. Frequency of instances discrimination heard about by employment sector

	PRIVATE		PUBLIC		
Type heard	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
None	7	24.1	7	24	48.3
Recruitment	4	13.8	1	3.4	17.2
Promotion	3	10.3	2	6.9	17.2
Performance eva			2	6.9	6.9
Lack attention	2	6.9			6.9
Sexual harras			1	3.4	3.4
Missing 33					
TOTAL	16	55.2	13	44.8	100.00

Table F.23. Frequency of type of discrimination heard about by employment sector

	PRIVATE		PUBLIC		
Seen discrim	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	22	39.3	19	33.9	73.2
Yes	9	16.1	6	10.7	26.8
Missing 6					
TOTAL	31	55.4	25	44.6	100.00

Table F.24. Frequency of instances of discrimination seen by employment sector

	PRIVATE		PUBLIC		
Type heard	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
None	8	33.3	6	25.0	58.3
Recruitment	3	12.5	1	4.2	16.7
Promotion			1	4.2	4.2
Performance eva			1	4.2	4.2
Lack attention	2	8.3	1	4.2	12.5
Feminine tasks	1	4.2			4.2
Missing 38					
TOTAL	14	58.3	10	41.7	100.00

Table F.25. Frequency of type of discrimination seen by employment sector

	PRIVATE		PUBLIC		
Discomfort assoc.	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	51.8	21	37.5	89.3
Yes	3	5.4	3	5.4	10.7
Missing 6					
TOTAL	32	57.1	24	42.9	100.00

Table F.26. Frequency of discomfort working with certain associates by employment sector

	PRIVATE		PUBLIC		
Negative perform	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	28	51.9	18	33.3	85.2
Yes	3	5.6	5	9.3	14.8
Missing 8					
TOTAL	31	57.4	23	42.6	100.00

Table F.27. Frequency of negative performance whilst working with certain associates by employment sector

	PRIVATE		PUBLIC		
Heard EEO	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No					
Yes	32	51.6	30	48.4	100
TOTAL	32	51.6	30	48.4	100.00

Table F.28. Frequency of heard about EEO by employment sector

	PRIVATE		PUBLIC		
Organisation EEO	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	2				
Yes	30		30	48.4	
TOTAL	32	51.6	30	48.4	100.00

Table F.29. Frequency of organisation has an EEO policy by employment sector

	PRIVATE		PUBLIC		
Curr EEO Co-ord	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	13	21.7	3	5.0	26.7
Yes	18	30	26	43.3	73.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.30. Frequency of current EEO Co-ordinator by employment sector

	PRIVATE		PUBLIC		
Past EEO Co-ord	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	6	13.6	3	6.8	20.5
Yes	15	34.1	20	45.5	79.5
Missing 18					
TOTAL	21	47.7	23	52.3	100.00

Table F.31. Frequency of past EEO Co-ordinator by employment sector

	PRIVATE		PUBLIC		
Type Co-ordin	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Full time	4	10.3	12	30.8	41.0
Part-time	5	12.8	3	7.7	20.5
Part of	7	17.9	7	17.9	35.9
Missing 24					
TOTAL	16	43.6	22	56.4	100.00

Table F.32. Frequency of type current/past EEO Co-ordinator by employment sector

	PRIVATE		PUBLIC		
EEO Management	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	22	36.7	4	6.7	43.3
Yes	9	15	25	41.7	56.7
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.33. Frequency of EEO management training by employment sector

	PRIVATE		PUBLIC		
EEO all staff	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	25	41.7	6	10.0	51.7
Yes	6	10.0	23	38.3	48.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.34. Frequency of all staff given EEO training by employment sector

	PRIVATE		PUBLIC		
EEO Courses	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	13	21.7	6	10	31.7
Yes	18	30	23	38.3	68.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.35. Frequency of EEO courses by employment sector

	PRIVATE		PUBLIC		
Career developmt	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	20	33.3	17	28.3	61.7
Yes	11	18.3	12	20.0	38.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.36. Frequency of career development courses by employment sector

	PRIVATE		PUBLIC		
Valuing diversity	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	48.3	22	36.7	85.0
Yes	2	3.3	7	11.7	15.0
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.37. Frequency of valuing diversity courses by employment sector

	PRIVATE		PUBLIC		
Assertiveness	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	27	45	25	41.7	86.7
Yes	4	6.7	4	6.7	13.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.38. Frequency of assertiveness courses by employment sector

	PRIVATE		PUBLIC		
Recruitment	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	48.3	24	40.0	88.3
Yes	2	3.3	5	8.3	11.7
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.39. Frequency of recruitment courses by employment sector

	PRIVATE		PUBLIC		
Performance eval	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	18	30	24	40	70.0
Yes	13	21.7	5	8.3	30.0
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.40. Frequency of performance evaluation courses by employment sector

	PRIVATE		PUBLIC		
Job Evaluation	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	26	43.3	23	38.3	81.7
Yes	5	8.3	6	10.0	18.3
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.41. Frequency of job evaluation courses by employment sector

	PRIVATE		PUBLIC		
EEO Awareness	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	29	48.3	9	15.0	63.3
Yes	2	3.3	20	33.3	36.7
Missing 2					
TOTAL	31	51.7	29	48.3	100.00

Table F.42. Frequency of EEO awareness courses by employment sector

	PRIVATE		PUBLIC		
Female interview	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	24	40.7	4	6.8	47.5
Yes	5	8.5	26	44.1	52.5
Missing 3					
TOTAL	29	49.2	30	50.8	100.00

Table F.43. Frequency of female present at interviews by employment sector

	PRIVATE		PUBLIC		
Mentor	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	23	37.1	28	45.2	82.3
Yes	9	14.5	2	3.2	17.7
TOTAL	32	51.6	30	48.4	100.00

Table F.44. Frequency of mentor by employment sector

	PRIVATE		PUBLIC		
Male mentor	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
No	1	10.0			10.0
Yes	7	70.0	2	20.0	90.0
Missing 52					
TOTAL	8	80.0	2	20.0	100.00

Table F.45. Frequency of male mentor by employment sector

	PRIVATE		PUBLIC		
Position mentor	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Senior Manag.	3	30.0	1	10.0	40.0
Middle Manag	1	10.0			10.0
Junior Manag	4	40.0	1	10.0	50.0
Missing 52					
TOTAL	8	80.0	2	20.0	100.00

Table F.46. Frequency of position when assigned mentor by employment sector

	PRIVATE		PUBLIC		
Goal of EEO	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	25	40.3	23	37.1	77.4
Agree	6	9.7	4	6.5	16.1
Neutral			1	1.6	50.0
Disagree			2	3.2	3.2
Disagree strongly	1	1.6			1.6
TOTAL	32	51.6	30	48.4	100.00

Table F.47. Frequency of responses to goal of EEO by employment sector

	PRIVATE		PUBLIC		
EEO business	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	22	35.5	21	33.9	69.4
Agree	8	12.9	8	12.9	25.8
Neutral	1	1.6			1.6
Disagree	1	1.6	1	1.6	3.2
TOTAL	32	51.6	30	48.4	100.00

Table F.48. Frequency of responses to EEO good business practise by employment sector

	PRIVATE		PUBLIC		
EEO present	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	3	4.8	2	3.2	8.1
Agree	5	8.1	13	21.0	29.0
Neutral	6	9.7	6	9.7	19.4
Disagree	13	21.0	7	11.3	32.3
Disagree strongly	5	8.1	2	3.2	11.3
TOTAL	32	51.6	30	48.4	100.00

Table F.49. Frequency of EEO in present organisation whole-hearted by employment sector

	PRIVATE		PUBLIC		
EEO Monitoring	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly			10	16.4	16.4
Agree	9	14.8	17	27.9	42.6
Neutral	9	14.8	1	1.6	16.4
Disagree	7	11.5	1	1.6	13.1
Disagree strongly	6	9.8	1	1.6	11.5
Missing 1					
TOTAL	31	50.8	30	49.2	100.00

Table F.50. Frequency of monitoring of EEO in organisation by employment sector

	PRIVATE		PUBLIC		
Equal training	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	12	20	11	18.3	38.3
Agree	11	18.3	12	20	38.3
Neutral	3	5	5	8.3	13.3
Disagree	3	5	2	3.3	8.3
Disagree strongly	1	1.7			1.7
Missing 2					
TOTAL	30	50.0	30	50.0	100.00

Table F.51. Frequency of equal access to training by employment sector

	PRIVATE		PUBLIC		
EEO Help me	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly			4	6.6	6.6
Agree	7	11.5	9	14.8	26.2
Neutral	5	8.2	8	13.1	21.3
Disagree	11	18	6	9.8	27.9
Disagree strongly	8	13.1	3	4.9	18
Missing 1					
TOTAL	31	50.8	30	49.2	100.00

Table F.52. Frequency of EEO helped me by employment sector

	PRIVATE		PUBLIC		
EEO help other	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	4	6.5	4	6.5	12.9
Agree	10	16.1	18	29	45.2
Neutral	10	16.1	5	8.1	24.2
Disagree	6	9.7	3	4.8	14.5
Disagree strongly	2	3.2			3.2
TOTAL	32	51.6	30	48.4	100.00

Table F.53. Frequency of EEO helped others by employment sector

	PRIVATE		PUBLIC		
Voluntary EEO	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	3	4.9			4.9
Agree	8	13.1	1	1.6	14.8
Neutral	5	8.2	4	6.6	14.8
Disagree	10	16.4	16	26.2	42.6
Disagree strongly	5	8.2	9	14.8	23.
Missing 1					
TOTAL	31	50.8	30	49.2	100.00

Table F.54. Frequency responses to voluntary EEO in the private sector by employment sector

	PRIVATE		PUBLIC		
Compulsory EEO	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	7	11.3	14	22.6	33.9
Agree	13	21	14	22.6	43.5
Neutral	6	9.7	2	3.2	12.9
Disagree	3	4.8			4.8
Disagree strongly	3	4.8			4.8
TOTAL	32	51.6	30	48.4	100.00

Table F.55. Frequency of responses to compulsory EEO in the public sector by employment sector

	PRIVATE		PUBLIC		
Increase women	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	2	3.3	1	1.7	5.0
Agree	8	13.3	13	21.7	35
Neutral	7	11.7	7	11.7	23.3
Disagree	8	13.3	5	8.3	21.7
Disagree strongly	7	11.7	2	3.3	15.0
Missing 2					
TOTAL	32	53.3	28	46.7	100.00

Table F.56. Frequency of EEO lead to increased number of women in organisation by employment sector

	PRIVATE		PUBLIC		
Pref treatment	Frequency	Relative Frequency (%)	Frequency	Relative Frequency(%)	Total (%)
Agree strongly	1	1.6	3	4.8	6.5
Agree	3	4.8	6	9.7	14.5
Neutral	7	11.3	8	12.9	24.2
Disagree	11	17.7	6	9.7	27.4
Disagree strongly	10	16.1	7	11.3	27.4
TOTAL	31	51.6	30	48.4	100.00

Table F.57. Frequency of responses to the introduction of preferential treatment by employment sector

Appendix D

SUMMARY OF SIGNIFICANT AND NON SIGNIFICANT VARIABLES

Significant variables

Age x sector

Creche facilities x sector

Parental leave x sector

Job sharing x sector

Discrimination present work x sector

Discrimination in recruitment x sector

Discrimination in promotion x sector

Discrimination in performance evaluation x sector

Discrimination in lack of attention x sector

Current EEO Co-ordinator x sector

Management given EEO training x sector

All staff given EEO training x sector

EEO Courses done x sector

Valuing diversity course x sector

Performance evaluation x sector

EEO awareness course x sector

Female present at interviews x sector

Assigned mentor x sector

EEO in present organisation wholehearted x sector

Ongoing monitoring of EEO x sector

EEO helped me x sector

EEO helped others x sector

EEO should be voluntary in the private sector x sector

EEO should be compulsory in the public sector x sector

EEO lead to increased numbers of women in management x sector

Gender equality in career development x sector

Non significant variables

Status x sector

Number of children x sector

Responsibility for children x sector

Facilities offered x sector

Assistance with day care costs x sector

Flexible hours x sector

Number of years in present position x sector

Previous positions in other organisations x sector

Previous position in current organisation x sector

Entered through internal promotion x sector

Income level x sector

Leave taken x sector

Reason for leave x sector

Time taken in leave x sector

Heard of incidences of discrimination x sector

Type of discrimination heard about x sector

Witnessed instances of discrimination x sector

Type of discrimination witnessed x sector

Discomfort working with certain associates x sector

Negative influences of supervisors/associates affecting performance x sector

Past EEO Co-ordinator x sector

Type Current/Past EEO Co-ordinator x sector

Career development course x sector

Assertiveness course x sector

Recruitment course x sector

Performance evaluation course x sector

Job evaluation course x sector

Gender of Mentor x sector

Position when assigned Mentor x sector

Goal of EEO x sector

EEO is good business practise x sector

Equal access to training courses x sector

EEO should include 'preferential treatment' x sector

Gender equality in working conditions x sector